

**AN ANALYSIS OF EMPLOYEE ORGANISATIONAL COMMITMENT IN THE
CENACLE OF SALVATION CHURCH: A COMMUNICATION PERSPECTIVE**

By

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ABSTRACT

This study explores the contribution of communication on organisational commitment within the Cenacle of Salvation Church. Religious institutions are increasing at a speedy rate and their employees are also increasing, it is therefore, important to explore areas of employee wellness such as commitment in these institutes. Through a mixed method research within the Cenacle of Salvation Church in Lesotho, the study explored communication as a contributing factor to organisational commitment. Allen and Meyer's model (1991) of organisational commitment does not include communication as one of its elements, this is the gap the study aimed to fill. Interviews and surveys were conducted, and the study found that communication within the church is very effective, different communication methods are used in the church to keep employees abreast and this enhances their commitment. The study also found that communication strategies such as feedback play a major role in influencing organisational commitment. Therefore, it can be said that communication is a contributing factor to organisational commitment. Nonetheless, the study recommends that the church keeps up with the latest technological media and communication channels to further enhance employee satisfaction with the communication in the church and thereby remain committed. The study further recommends that communication interventions and workshops should be expanded internationally so that the church can learn from other international churches regarding ways used to keep their employees more motivated and committed through communication.

Keywords: organisational commitment, loyalty, communication, communication satisfaction, effective communication, religion, religious institutions, human resource management, work motivation, communication climate.

DECLARATION

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I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.

(The dissertation will not be examined unless this statement has been submitted.)



SIGNATURE

07th October 2020

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CHAPTER 1: INTRODUCTION TO RESEARCH

1.1 INTRODUCTION

The purpose of this study is to interrogate employee organisational commitment in a religious institution. The study was specifically conducted in a religious institution called the Cenacle of Salvation church. Religious institutions are mostly considered as sacred or holy places, their employees are mostly those serving in those institutions. It becomes a challenge to understand what motivates employee commitment among religious people working in their religious institutions. Is it monetary rewards, passion for the job, religion or what motivates them? The study shared an interest in exploring what motivates the commitment of employees in such entities. The study specifically focused on how communication such as supervisor and employee communication, communication channels, effective communication, amongst others, play a role in driving employee organisational commitment.

The Cenacle of Salvation church is a privately owned church that was founded in Lesotho and has branches in Maseru, Mafeteng, Leribe and Mphahlele, which are the districts of Lesotho. The church' mandate is to spread the word of God and save lost souls. The church employs more than ninety staff members who are commonly known as pastors. In the church, there is a Bishop, who is the founder and leader of the church, then there are regional pastors, senior pastors, pastors, pastor's wives and auxiliary pastors (Mohloua, 2019).

The commitment of the church staff members can literally be the success or downfall of the church, the church is dependent on its pastors to carry out its mandate, if they are not committed, then the church cannot grow. This study explores and describes how communication is a contributing factor to organisational commitment in the church using a mixed method research. Through a cross sectional approach, both qualitative and quantitative methodologies were used to collect data.

Organisational commitment or employee commitment is a term used when an employee is committed towards an organisation. According to Armstrong (2007:135),

this concept means that an employee identifies with the principles, visions, values and goals of that organisation. An employee develops a sincere desire to belong and remain within the organisation and makes all necessary efforts on behalf of the organisation (Armstrong 2007:136; Passarelli 2011:28; Knights & Kennedy 2005:59; Eslami & Ghrakhani 2012:86). Commitment works in several ways between an employee and the organisation, it requires engagement and motivation from both sides (Armstrong 2007:136). When fully committed, an employee becomes part of the organisation and fully embraces the organisation's goals and visions and thereby works very hard to help achieve them (Armstrong, 2007:137).

Employee commitment is "typically perceived as an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and a belief in the values of the organisation" (Engin & Akgoz, 2013:111). That is, organisational commitment can be defined as the degree to which an employee is dedicated and loyal to their organisation (Hopper 2009:20). Organisational commitment has to date been associated with a psychological state that binds an employee to an organisation (Bhatti, Bhatti, Akram, Hashim & Akram, 2016: 032). The study aims to explore how communication contributes to organisational commitment. The communication perspective of employee commitment may be different from the psychological perspective.

The psychological perspective emphasises binding an employee to the organisation while the communication perspective allows employees to feel that they are part of the organisation (Harris, 2008:75). When employees participate in decision making, receive adequate information and communicate through open communication channels in the organisation, they tend to feel that they are an important part of the organisation and therefore become committed to it (Hamdi & Rajablu, 2012:10). This in turn becomes an advantage to the organisation because employees as human resources of an organisation have the "capability to create competitive advantage for their organisations" (Dobre 2013:54). According to Hamdi and Rajablu (2010:8), many studies such as the study of Muthuvelo and Rose (2005), Mehrabi, Alemzadeh, Jadidi and Mahdevar

(2013)', and 'Bhatti, Bhatti, Akram, Hashim and Akram (2015)'; showed that employee commitment to the organisation yields high productivity for the organisation. This is because such employees are more inclined to go beyond and above the call of duty (Hooper, 2009:20).

Muthuvelo and Rose (2005) Argue that positive employee perception leads to higher organisational commitment which in turn brings about positive organisational outcomes. On the other hand, Mehrabi, Alemzadeh, Jadidi and Mahdevar (2013)'s study outlines that organisational commitment has a direct relationship with dimensions of altruism and conscientiousness. The study therefore, recommended that the authorities of the organisation should impart the belief to their employees that they (employees) and the organisation are one. In their study, Bhatti, Hashim and Akram (2015) described negative factors that could hinder commitment in organisations. They found that stress is a major cause that decreases employees' commitment towards the organisation. The study recommended that future researcher should replicate the study with increased number of respondents to get more details on which stress hinders commitment.

These scholars studied different corporate and public organisation, but the researcher of this study intends to study religious institutions and discover what prompts employees of such institutions to be committed. It is for this reason that the study analysed organisational commitment from a communication perspective in a religious institution.

Religion is "the belief in the existence of God, a god or gods" (Macmillan, 2007:1254). It is the strength of one's connection that which they believe in (Roundy, 2009:823). Christians believe in Jesus Christ while Muslims believe in prophet Muhammad. To add to that, religious institutions are places where these beliefs are practiced at, meaning Christians practice their religious beliefs in churches (as seen in figure 1.1) while Muslims do so in a Mosque. Members of the Cenacle of Salvation practice their religion at the Cenacle of Salvation church. The next section presents a brief discussion on the context and background of the study.

Figure 1.1: Image of a church



Source: eg (Smith; 2009)

1.2 CONTEXT AND BACKGROUND

Since this study will be conducted in a religious institution, the researcher will start first giving detailed discussion on religion and religious institution and how it may impact on organisational commitment as the focus of the study.

Religion has for a long time played a significant role in the history of humankind (Grim & Finke, 2006:3). Living in the twenty first century which is characterised by technology and modernisation, one would assume that religion would fade away, but instead, its significance seems to have increased (Menjivar, 1999). Throughout Africa, religious institutions such as churches, temples, synagogues, mosques, among others, are increasing at a speedy rate (Ellis & TerHaar, 2006:1).

Religion can influence its believers either positively or negatively (Ha, 2015:1315). Throughout the universe, religion constitutes the most important form of social organisations (Menjivar, 1999:589). Different people have their own kind of religion which they believe in, some people are Christians, others are Muslims, while others are Islamists, among others. As mentioned earlier, religion is “the belief in the existence of God, a god or gods” (Macmillan, 2007:1254). It is the strength of one’s connection to that which they believe in (Roundy, 2009:823). Since the world has become a global village, every country’s sovereignty has been relativised, meaning,

the international community has a right to step in and intervene when human rights are violated (Dreyer, 2007:6).

One such body is the United Nations which made a pledge to respect human rights and fundamental freedoms, which among these freedoms is the freedom of religion (Universal declaration...[sa]). This shows that religion is so important to humans that even the United Nations in the Universal declaration of human rights advocated for freedom of religion. Every person has a right to religion of their choice, and no one should and must not be discriminated against such religion. Religion has become so important that it is recognised throughout the world, including the continent of Africa.

In Africa there is a union body called the African Union. African Union has fifty-five (55) African countries member states. It was formed in 1963 with the sole purpose of promoting the unity of African countries and protecting their sovereignty (African Union 2018:14). Like the United Nations, the African Union, in its African Charter on human and people's rights, also advocates for promotion and protection of human rights (African Union 2018:13). This means that African countries, like other countries of the world, also value human rights such as freedom of religion. Apart from the world having such policies to protect religion, states also have their own rules.

In Lesotho, the constitution as the supreme law of the country provides for freedom of religion, the constitution clearly states that no person shall be hindered in his or her enjoyment of freedom of religion and also freedom to change their religion (Constitution 1993:14). Lesotho does not have legislations which regulate religion. However, the constitution of Lesotho does protect religion through the prohibition of religious discrimination (International religious...2017). This means people of the Lesotho are free to choose their own religion and have freedom to change it. Furthermore, in Lesotho, the government does not have any established laws for recognition of religious groups. Religious groups may register with the government, but those that do not are not penalised.

Those that are registered do enjoy some benefits such as formalised structure under the law and exemption from income tax. Those that are not registered operate freely

(International religious...2017). In Lesotho, there exists what is called the Christian Council of Lesotho (CCL) which is an umbrella organisation for Christian churches (Lesotho 2018 international...2018). The CCL promotes Christian faith and also engages in different programmes such as good governance and human rights among others. It was constituted in 1965 and it was legally registered under societies Acts of 1966 (Christian council...[sa]). According to the CCL, approximately 90% of the population in Lesotho is Christian (Lesotho 2018 international...2018). The remaining 10% are non-believers, Hindus, Muslims and Bahai (International religious...2017). This means that Christianity remains a dominant religion in Lesotho, so dominant is this religion that the government of Lesotho or the country as a whole honours its three Christian commemorations as public holidays, being the Christmas day, the Good Friday and Accession day. Nonetheless, even though Christianity is the dominant religion, Basotho have a right to any religion of their choice.

The constitution allows people to choose whichever religion they want and they cannot be discriminated against such religion by the state or anybody. People may choose to educate their children in adherence with their religious convictions, and based on those convictions, they may also refuse to do certain things that may be in contravention with their religious beliefs, for example, Jehova Witness members do not donate blood or receive blood, so if at their work places they are told to donate blood, they have a right to refuse. This freedom and right also means that the government of Lesotho cannot interfere in the religious beliefs of people and that it must also provide conducive environments for religious institutions to operate. This means the government cannot dictate how religious organisations may be run and also when such organisations are under threat, the government must provide protection and security to them.

As mentioned earlier, Religion can influence its believers either positively or negatively (Ha, 2015:1315), this means, some employees can commit to work more because of their religion while others may not, also because of their religion. Christians for example, who believe in the Holy Bible, in Colossians 3:23 it says "Whatever you do, work with all your heart, as though you are working for the Lord

and not human masters". This means Christians employees who truly believe in this scripture and practice the Bible teachings not necessarily need any incentives to get them to commit to work, but everything they do, is for their Lord. These kinds of employees therefore do not need to be pushed as they push themselves and are easy to work with as they are dedicated. On the other hand, Muslim employees who honour Fridays as their day of worship, or Seventh Adventist who honour Saturdays as Holy days and not days of work, these kind of employees will put their religious beliefs before everything and will not commit to work on those days. It is therefore, imperative to understand what motivates religious employee working in religious institution committed to their work.

Over the past 30 years, researchers' attention has been increasingly drawn to the concept of commitment within organisations (Wolowska 2014:129). Organisational commitment has been defined differently by different scholars. According to Knights and Kennedy (2005:59) organisational commitment is considered as a bond that links an individual to the organisation, Bhatti et al. (2016:031) view organisational commitment as an emotional attachment that employees have to the organisation. Allen and Meyer (1991) view it as a multidimensional concept. According to Karim and Noor (2006:89), "Meyer and Allen organisational commitment is a multi-dimensional construct comprising three components: affective, continuance and normative". Meyer and Allen even constructed a three-component model to study or measure workplace commitment (Jaros, 2007:7).

Effective commitment has to do with the emotional attachment an employee has towards the organisation. This attachment encourages employees to identify with the organisation. Employees who have a strong emotional attachment are more likely to be more committed than those who do not (Karim & Noor, 2006:89). This kind of emotional commitment makes employees stay in the organisation because they want to. These employees are those that are able to align their personal goals with those of the organisation so as to reach the goals and objectives of the organisation. Factors such as participation in decision making, open communication channels and receiving adequate information may all stimulate employees to be committed to the

eorganisation(Hamdi & Rajablu,2012:10).Emotionalcommitmentemanatesfromthesefactors.

Continuancecommitmenton the other hand, hastodowiththerealisationofcostsassociatedwithabandoningtheorganisation.Unlikeaff ectivecommitment,employeeswithin thecontinuancecommitmentcommit totheorganisationnotbecausetheywanttobutbecausetheyneedto(Wolowska,2014:130) .Thisbehaviouriscalculativeinnaturebecauseemployeesweighthecostsandrisksofleavi ngtheorganisationandthereforestaybecauseoftheeconomicbenefits theywillgain. Emplo yeesinthisregarddonotactuallyhaveapersonalattachmenttotheorganisationandtheirgo alsdonotreallyalignwiththoseoftheorganisation.Theyremainintheorganisationbecause oflimitedoptionstogoelsewhereandalsobecauseoftheneedfortheirsalarytoquenchtheirfi nancialthirst (Mamn, Mnim & Mnim 2014:70; Khan, Naseem & Masood, 2016:141).Toaddtothat,benefitssuchaspensionfundsandmedicalaidsareotherstimulus thatmotivateemployeeestostay within an organisation(Karim&Noor,2006:91).However,givenbetteralternatives,theseemployees mayabandontheorganisationforbetteropportunities.Forexample,anemployeemaystayi noneparticularorganisationbecauseheorsheneedsthemonetaryattheendofthemonthtome ethisorherfinancialneeds,but,ifthatemployee receivesabetterofferwithabettersalary,he orshewillnothesitatetoleavethatorganisation.

Unlikethetwotypesofcommitmentsdiscussedabove,normativecommitmentdevelopsdu etofeelingsofobligationswhicharebasedonthenormsandpersonalvaluesofemployees(K arim&Noor,2006:91).Employeesinthisregardremainintheorganisationsimplybecauseth eybelievetheyoughtto,theyaredrivenby“asenseofdebttowedtosuperior,aco- workerorthecompany”(Ghosh& Swamy,2014:6).Theseemployeesremaincommittedsimplybecausetheyconsideritmora llyrighttostayintheorganisation.Thepowerofnormativeorganisationalcommitmentisinflu encedbyareciprocalobligationbetweenemployeesandtheorganisation.Employeesfeelt heyareunderastrongobligationtorepaytheorganisationinsomeway.Theyfeelresponsibl eforthefavoursandbenefits theyreceivedfromtheorganisationandthereforeremaincomm ittedbecausetheybelieveitistherightthingtodo(Ismail,2012:29).Forexample,anemploye ewhoistrainedbytheorganisationmayfeelobligatedtoremainwiththeorganisationsinceth

they are the ones who gave him or her the necessary experience or skill. They may consider taking that ability and using it in another company as a form of betrayal.

Apart from the three components discussed above, communication aspects such as communication climate, supervisor and employee communication, subordinate communication and even effective communication have been known to influence employee's organisational commitment. Communication climate "refers to personal and organisational communication" (Ramirez, 2012:6). It is concerned with the way communication motivates and encourages employees to meet the goals and objectives of the organisation. According to Hooper (2009: 26), when employees are satisfied with the communication climate of their organisations, they will develop an emotional attachment to it and thereby show an increased continuance commitment to the organisation. One of the factors that may stimulate a good communication climate in the organisation is the communication between supervisors and employees.

The researcher is of

the opinion that employees may regard good communication relationships shared between them and their supervisors as a reason to stay in the organisation. Without good communication, employees may feel under-informed and thereby feel lost in the organisation. The outcome of poor communication in the organisation can prove detrimental to supervisors and employees working relationship and this may lead to lack of employee commitment (Hooper 2009:9). This relationship between supervisors and employees may be boosted by open communication channels, participation in decision making and most importantly personal feedback. Employees have to receive adequate personal information about their performance in the organisation (Greeff 2012:155), that way they will know in which areas they have to improve and in which areas they have to keep up their good work.

Equally important to supervisor and employee communication is subordinate communication. "The satisfaction with subordinate communication focuses on how well an employee initiates communication with their supervisor" (Hopper 2009:13; Winska, 2010:114). For subordinates to be able to communicate with their supervisor, upward communication channels must exist in the organisation. This upward communication will boost the supervisor and employee working relationship and this relationship can be sustained by

a

constructive communication climate where by subordinates do not fear to communicate with their supervisors. "The fear by the employees to freely air their views shows that upward communication is not entirely practiced in the organisation" (Masuku & Zulu, 2014:7). This fear may be removed through employing high quality, well informed communication approaches between subordinates and supervisors, and this will thereby result in high levels of trust and consequently increased organisational commitment among employees. Effective communication in the organisation is of utmost importance as it correlates with employees' work attitude (Hua & Omar 2016:108). The attitude of employees on whether or not to be committed to the organisation may be influenced by whether or not employees regard communication as effective and whether or not they are satisfied with it. If there is low effective communication, that is, if employees do not regard communication in the organisation as satisfactory, this may result in low organisational commitment, more absenteeism, greater employee turnover and consequently less productivity (Gulnar [s a]: 191). David and Singh (2013:44), regard effective communication as one of the key aspects in the organisation. Studies lay down that companies with effective communications strategies are often more successful than those with poor communication (Ragusa, 2010:7).

Apart from all the above, another important factor that may contribute to or influence organisational commitment is organisational culture. Organisational culture, simply put, is how things are done in the organisation. It is a pattern of behaviours that although not scripted, they influence the behaviour of employees in the organisation (Morcos 2018:2). These behavioural patterns, together with beliefs and values are shared among employees, and therefore distinguishes the organisation from other organisations (Linstead 2001:10930). Examples of such are myths, stories or organisational symbols such as the uniform, that help socialise new employees into the organisation. Culture is learnt over a period of time, since it is a way of getting things done in a particular way, the new employees learn these ways in order to fit in the organisation. Employees learn to adapt to the style of working. Once employees adapt to the culture of the organisation, they feel at home, they do not feel misplaced and therefore they are able to relax and get used to the organisation and even learn to love this way of working, which ultimately may influence employees to be committed to the organisation. It is against this background that the argument is

presented: there are different reasons why employees become committed to the organisation of their choice. Some become committed because they want to, others because they need to, while others are committed because they feel obliged to do so. Furthermore, employees are influenced by different communication perspectives to become committed to their organisations. Moreover, others are influenced by the culture in the organisation to be committed.

1.3 Theoretical framework

In order to conduct good research, it is vital that a well-developed theoretical framework be used as the foundation of the research (Guragain, 2019). It makes the study meaningful, acceptable, and backed by relevant theories. A theoretical framework could be equated to the blueprint for conducting a study and is essential for testing a hypothesis. Theories that will be used in this study are Becker's 1960 Side-bet theory, Porter's 1970 affective dependency theory and Meyer and Allen's 1984 and 1990 multidimensional theory (Iqbal et al., 2012: 623).

This study studied organisational commitment in a religious institution and attempted to find out if communication is a contributing factor to employee organisational commitment.

Although organisational commitment has been studied for over thirty years, there is however, scarcity of empirical research on organisational commitment in religious institutions and yet religious institutions are growing at a speedy rate, this is evident through the many churches that exist nowadays. Organisational commitment has been studied in various sectors such as banks, firms, professional organisations and schools among others. Therefore, the importance of this study was to attempt to fill the empirical gap in religious institutions by testing and validating Allen and Meyer's three component measure of organisational commitment in the Cenacle of Salvation Church and see how communication plays a role in keeping employees committed to the organisation. This research problem is therefore religious in that it is being studied in a religious institution. Moreover, this study is an academic research made by the student researcher in fulfilment of a Masters degree programme.

1.4 Statement of the problem

The study is about organisational commitment in the Cenacle of Salvation. The specific outcome the study aimed to bring out is how communication contributes to organisational commitment. This is because the communication perspective of employee commitment may be different from the psychological perspective in that the psychological perspective emphasises binding an employee to the organisation while the communication perspective allows employees to feel they are part of the organisation. Over and above, the researcher felt there is an incomplete picture of what prompts employees of religious institutions to be committed, it is for this reason that the study aimed to analyse organisational commitment from a communication perspective in the Cenacle of Salvation church. This was achieved through the use of qualitative and quantitative methodology. Numerical quantitative data was collected through questionnaires while written qualitative data was collected through interviews. Quantitative data was analysed statistically and presented using tables and graphs. On the other hand, qualitative data was analysed thematically and presented in a narrative.

1.2.7 Research questions

The following research questions were defined for this study:

Research question 1: How does communication in religious institutions influence organisational commitment?

Research question 2: What communication channels do supervisors use to communicate with employees that stimulate organisational commitment?

Research question 3: How do communication strategies play a role in influencing organisational commitment?

1.2.8 Research objectives

The following are the objectives of this study:

Research objective 1: To explore the role of communication in enhancing organisational commitment in religious institutions.

Research objective 2: To determine communication channels supervisors use to communicate with employees in religious institutions.

Research objective 3: To determine the relationship between communication strategies and organisational commitment in religious institutions.

1.3 RESEARCH METHODOLOGY

For this research project, exploratory objectives and descriptive objectives were used. Exploratory objectives are useful in exploring an unknown field of research (DuPlooy, 2009:50). Organisational commitment in religious organisations is viewed as an unplumbed area of research, exploration is viewed as the resounding objective of the study. "Descriptive objectives describe the characteristics of phenomena or relations between variables as accurately as possible" (DuPlooy 2009:51). The study analysed how different communication perspectives, such as communication climate, supervisor communication, subordinate communication, and effective communication, contribute to organisational commitment. In this section, the research methodology that was used in this study will be presented briefly.

1.3.1 Methodology

The methodology that was used to collect data is mixed method research. Mixed method research is "the collection or analysis of both quantitative and qualitative data in a single study" (Wagner, Kawulich & Garner, 2012:161). Qualitative research was in the form of interviews and quantitative research in the form of survey questionnaires. The advantage of using both methods was that one supplements the other, that is quantitative method provided reliable and valid results while qualitative provided dependable and credible results.

Interviews were semi-structured while questionnaires were paper based, that is they were typed and printed on paper and distributed among the population.

1.3.2 Population and sampling

Population refers to the total number of cases that are the subject of the study (Walliman, 2011:94). The population of this study are all employees of the Cenacle of Salvation church. According to Walliman (2011:95), there are two procedures used to select a sample, and these are probability and non-probability sampling. For the purpose of this study, non-probability sampling was used for both quantitative and qualitative methods.

To select a quantitative sample, the researcher used convenience sampling, research participants were selected based on their ease of availability (Given, 2088:124). Questionnaires were distributed to respondents who were available and willing to participate. Sixty participants were given the questionnaire. This sample size enabled the researcher to make generalisations, which is the “extent to which conclusions developed from data collected from a sample can be extended to the entire population” (Keyton, 2011:123).

To select a qualitative sample, the researcher of this study used purposive sampling method, participants were chosen in a specific manner whereby the goal was to target those who were more knowledgeable and were able to give the most relevant data (Yin, 2011:88). Twelve employees were interviewed. This sample size enabled the researcher to collect the most informative data that enabled the researcher to meet the objectives of the study.

1.3.3 Reliability, dependability and feasibility

Reliability is the magnitude to which findings are repeatable (Terre Blanche, Durrheim & Painter, 2006:92). Positivist believe that reality is unchanging and stable, and therefore same accurate results will occur if the study is reliable. Quantitative data may provide for reliable results when they are analysed through statistical methods. The researcher in this study used statistical methods to capture and analyse data to get reliable results.

On the other hand, through interviews, the researcher gave dependable results. Dependability is the point to which the reader believes that the results occurred just as the researcher indicated that they would (Terre Blanche *et al.*, 2006:93). The researcher in this study transcribed the interview word for word and then presented the results in a narrative, then gave an honest statement of the methods used to collect and analyse data, which ensured dependability.

Furthermore, feasibility of this study was ensured through cross-sectional method. Cross-sectional study is a study carried out at one point in time, unlike longitudinal study where the research is made over time (Walliman, 2011:78). This is because the study was carried out within a specific time frame from March 2018 to January 2020, the researcher used observations made only at one time, meaning developments were not traced over a long time. The research strategy was feasible in that the researcher did not incur any costs during the research. Questionnaires were typed, printed and distributed to the employees of the church. When conducting interviews, the researcher interviewed employees who were available, meaning no time was wasted waiting for employees who were not present on the day of the interview.

1.3.4 Ethical issues

When human subjects are involved, it is always of utmost importance to stick to ethical issues throughout the research (Wagner et al., 2012:62), this will help ensure that subjects of the study encounter no harm. In this study, vulnerable groups of people such as the physically challenged people, the elderly and those under the age of eighteen were not involved. All those who were involved received an informed consent form and gave their full consent. They also received full anonymity and no participant received any gift or monetary compensation for participating in the study. The researcher also signed a declaration statement agreeing to adhere to ethical principles set out in the UNISA policy on research ethics. Moreover, this research's findings will not be published.

1.3.5 Limitations

The study is limited by not having a large population to do a study from as a result small sample sizes limit the extent to which the information discovered can be statistically representative and generalised. The study was conducted in one church, where the information discovered does not represent a full picture of communication being a contributing factor to employee commitment for the entire nation. Some of the participants were unwilling to participate in the study due to time limitations. Some other respondents were unable to read the questionnaire due to language barrier.

1.4 CHAPTER SUMMARY

This chapter served as the introduction to this dissertation by delineating and demarcating the study.

This was firstly done by giving an introduction of the study, which was followed by the context and background. Against the background, statement of the problem and research questions were identified. Lastly, the research methodology was outlined, which under it, ethical issues and limitations of the study were briefly discussed.

All the above aspects will be dealt with in greater detail in subsequent chapters, and the demarcation of these will be as follows: Chapter 2 of this dissertation will focus on the literature review. Chapter 3 will elaborate on the research methodology. Chapter 4 will concentrate on the presentation of research results while chapter 5 will be the concluding chapter where the general conclusion and recommendations will be discussed.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapters served as the introduction to this dissertation and demarcated the study. This chapter serves as the literature review. To further understand the church under study, this chapter will first present its policies. Then move on to discuss organisational commitment theories as the conceiver of organisational commitment. Concepts of organisational commitment and its measurement will also be discussed. The chapter will proceed to discuss communication and its perspectives, then lastly its measurement.

2.2 PRINCIPLES OF THE CENACLE OF SALVATION CHURCH

The church aims to continue the church of Jesus Christ as directed by the Holy scriptures that they should go into the world and preach the gospel to every creature as written in the book of Mark (16:15). To proclaim the gospel of God and lead people to salvation. To win souls and set the captives free. To engage in community activities and render spiritual assistance to all in need. To be a church that takes care of the people of God according to their special needs, such as visiting the old aged, orphanages, inmates and the sick in hospital. Furthermore, the church aims to equip every member with appropriate teachings of the Bible according to their needs, that is, through Sunday's schools for kids, youth group meetings for the youth, and respective groups for men and women (Mohloua, 2019). These are the principles that the employees of the church are guided with to become productive in their mandate. It is not only principles that guide, theories also serve as a blueprint in their specific field. Theories of employees become commitment to their will be discussed next.

2.3 ORGANISATIONAL COMMITMENT THEORIES

Organisational commitment describes the loyalty relationship between employees and the organisation (Wolowska 2014:129). One of the pointers of employee commitment is

when employees align their goals and values with those of the organisation. This therefore explains

why organisational commitment is described as “affiliation of employees to the organisation and involvement in it”

(Nawab & Bhatti, 2011:25). Committed employees tend to possess and show great desire to be part of the organisation. They are willing to serve and reach the goals of the organisation, they somehow develop an emotional attachment to the organisation. Furthermore, organisational commitment is regarded as the employees’ “emotional attachment to, identification with and involvement in the organisation”

(Ismail, 2012:24), this is because employees’ values and beliefs concurrently match those of the organisation when they are committed to the organisation. Organisational commitment theory has gone through many phases since it was first studied in the 1960’s, these will be discussed next.

2.3.1 Becker’s (1960) theory

According to Becker’s (1960) an employee’s relationship with the organisation is influenced by economic benefits. Employees are only committed because they have something to gain from the organisation (Ghosh & Swamy, 2014:5). Becker here maintains that if there is a possibility of an exchange value between the organisation and the employee, the employee will remain committed. Nawab and Bhatti (2011) conducted a study on organisational commitment in the educational sector and found that employee compensation had an impact on organisational commitment. Such a study attests to Becker’s theory in that indeed employees are bound by a contract of economic gains, hence their commitment to the organisation. Employees in these studies were committed only because they had some hidden investments or side bets that they reap from the organisation. Researchers here did not study whether this exchange value or hidden investments

applies to religious organisations, therefore the researcher in this study will attempt to fill this void by studying employees of the Cenacle of Salvation church.

2.3.2 Porter’s (1970) theory

Following Becker's side bet theory, the focus shifted from the tangible side bet to the psychological connection an employee developed towards the organisation. Porter's (1970) concept focused more on the employee's attitude towards the organisation. He considered three factors that can stimulate a positive attitude towards an organisation. These are employees who strongly believe and accept the goals and values of the organisation. Employees who are willing to apply extra effort on behalf of the organisation and employees with an explicit desire to carry on organisational membership (Amernic & Aranya 1983:319). Porter's theory was applied in the study of antecedents and outcomes of organisational commitment among Malaysian engineers by Muthuveloo and Rose (2005), which found that positive employee perception enhances organisational commitment. The focus here is on the employee's perception of the organisation more than the employees' economical gain from the organisation. Porter's theory focuses on an individual employee's role, involvement and identification with the organisation, but there is no information about communication having an influence on organisational commitment. Therefore, this study will attempt to fill this gap.

2.3.3 Meyer and Allen's (1990) theory

Meyer and Allen's (1990) took both Becker and Porter's theories and combined them into one. They argued that "attitudinal and behavioural issues are correlated and need to be considered together" (Wong & Tong, 2014:68) so that a precise measurement is found. They therefore came up with a three-component model of organisational commitment. This model suggests that employees experience organisational commitment as "three simultaneous mind-sets encompassing affective, normative and continuance organisational commitment" (Jaros, 2007:7). Effective commitment has to do with the emotional attachment an employee has towards an organisation. This attachment makes employees identify with the organisation and be involved with it. Karim and Noor (2006:89) are of the opinion that employees who are most likely to stay in the organisation are those who have a strong emotional attachment to it. The emotional attachment makes employees stay because they want to, and because they want to and are not forced, they are able to align their own goals with those of the organisation for the benefit and betterment of the organisation.

Unlike affective commitment where employees stay out of want, in continuance commitment employees stay because of need (Wolowska, 2014:130). Employees in this regard stay because they realise that there are costs associated with leaving the organisation, in other words, this behaviour is calculative, employees weigh the risks and costs of leaving and decide to stay because of economic benefits. Some of the reasons for staying in the organisation may include among others limited options to go somewhere, benefits like pension funds and medical aid (Karim & Noor 2006:91). Nonetheless, if the employee receives any good or better offers somewhere else, they can abandon the organisation immediately.

Besides staying in the organisation out of want and need, some employees stay out of obligation and this is called normative commitment (Karim & Noor, 2006:91). These employees stay because they feel they ought to, they feel they are indebted to the organisation and therefore cannot leave. These employees are driven by “a sense of debt owed to superior, a co-worker or the company” (Ghosh & Swamy, 2014:6). These employees remain committed simply because they consider it morally right to stay in the organisation. The power of normative organisational commitment is influenced by a reciprocal obligation between employees and the organisation. Employees feel they are under a strong obligation to repay the organisation in some way.

They feel responsible for the favours and benefits they received from the organisation and therefore remain committed because they believe it is the right thing to do (Ismail, 2012:29). For example, an employee who is trained by the organisation may feel obligated to remain with the organisation since they are the ones who gave him or her the necessary experience, knowledge and skill.

The theory that is applicable to this study is that of Meyer and Allen. This is because this theory already combined the first two theories in it, moreover, it is because employees in an organisation may have different types of commitments that bind them to the organisation. While Becker's theory considers only the economic benefits and Porter's theory considers only the psychological connection an employee has with the organisation, Allen and Meyer's theory considers the affective, continuance and normative

commitment of an employee and gives the study a broader perspective. The following discussions will be on organisational commitment.

2.4 ORGANISATIONAL COMMITMENT

Organisational commitment concepts such as employee loyalty, job performance, work motivation, participation leadership and low turnover intentions will be discussed next. These concepts are necessary in this study because they will clearly show the advantages that are brought about by organisational commitment. Once employees become committed to the organisation, they become loyal to it, because they are loyal, they aim to please and thus perform well. This good performance happens because employees are motivated through participating in organisational decisions, and because they are motivated, they will not have any desire to leave the organisation, thus there will be low turnover intentions.

2.4.1 Employee loyalty

One of the constructs that relate to organisational commitment is employee loyalty. According to Rajput, Singh and Tiwari (2016:2), employee loyalty is a “psychological attachment or commitment to the organisation and develops as a result of increased job satisfaction”. When employees are satisfied with their work, they develop an inner feeling of satisfaction which results in commitment to the organisation. This feeling starts from inside, from the emotional attachment that the employee has with the organisation, that later manifests into the behaviour of the employee in the workplace (Mehta, Singh, Bhakar & Sinha, 2010:98). These manifestations may be in the form of improved productivity, enhanced efficiency, and offering high quality services to clients (Rajput *et al.*, 2016:2). This means that, before an employee can become committed or loyal to the organisation, an emotional feeling of attachment should develop. This will lead to them feeling a sense of belonging and caring for the organisation. Once these feelings are intact, the employee will manifest or act in a manner that complements these feelings. They may, for example, arrive early at work and be the last to leave, they may align their goals with those of the organisation and work for the attainment of its goals, they may also be seen willing to go beyond and above the call of duty in order to meet targets. All this explains why Mehta *et al.* (2010:98

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Thereisarelationshipbetweencommitmentandloyalty. Thesetwo may be regarded as synonyms,theygohandinhandbecauseincreasedlevelsofcommitmentleadtoincreasedloyalty (Haghkhah,Hamid,Ebrahimpour,Roghanian&Gheysari 2013:158;Li & Petrick 2010:67).Foremployeestobecommittedtotheorganisation,theymustfirstbeloyal.Loyalemployeesworkenthusiasticallytomanufacturebestqualitygoodsandservices(Manish,2013:24),theirinterestisinthewellbeingofthecompanyandthisshowscommitment.Disloyalemployeesdonotactuallycareabouttheorganisation,thesearethekindthatarealwayslateforworkandalwaysunderperform,thisbehaviourisperpetuatedbytheirlackofloyaltyandtherebylackcommitment.Incomparisonwithdisloyalemployees,loyalemployeeswillalwaysstaywiththeorganisationnomatterthecircumstances(Manish,2013:24),whiledisloyalemployeesmaybethefirsttogowhenthingsgettough.

ThestudybyIqbal,TufailandLodhi(2015)discoveredthatorganisationalcommitmentpositivelyimpactsonemployeeloyaltyinorganisations.Also,thestudybyFischer(2003),presentsomedatafromemployeeesthatinvestigatedtheimpactofrewardingloyaltyonworkattitudes.Thestudyrevealedthatpeopleassessrewardallocationsfocusingonloyaltybasedonfairness,andthisfairnessinfluencesemployeesatisfactionandcommitment.Employee satisfaction happens when employeesare “happy, contented, fulfilling their desires and needs at work” (Sageer, Rafat and Agarwal 2012:32). Employee satisfactionmeasures how happy an employee is with their work and the environment at their workplace, it comprises ofemployee’s happiness with the organisation’s general policies, and overall environment. This means an employee is satisfied when he or she is totally happy with his or her job and its various aspects.The above outlines that organisationalcommitmentisastimulustoemployeeloyalty.

Loyalty these days has become a trait that is difficult to find in the workplace (Mehta *et al* 2010:98). Long time ago people got employed with a sense of staying in the organisation till they retired, these days that has become farfetched. This is attributed to a lot of factors such as competition between workplaces; employees look for better offers, some corporates downsize or relocate to other countries, or worldwide pandemics such as covid-19 force some companies to totally shut down.

So all these may cause employees not to be loyal to the organisation. Apart from this, loyalty does not only indicate an employee leaving the organisation, some may stay in the organisational but still not be loyal (Jansson & Wiklund 2019:16). These employees may still show up to work everyday but steal from the company, leak company information or use their positions in the company for personal gain. Therefore, in order to determine loyalty, it has to be measured as per the next discussion.

2.3.1.1 Measurement of employee loyalty

Employee loyalty can be measured through its attitudinal component and behavioural component. This can be done when four indicators, which include general satisfaction with supervisors or managers, likelihood to refer people to the organisation, likelihood of continuing to work at the organisation and to say the organisation deserves employee loyalty, are aggregated into one metric which can be monitored over a period of time by using what is called the "Satmetrix Systems' Employee Loyalty Index" (Wan [sa]:2). This index allows for employee loyalty to be measured and tracked over time, and also allows for attributes in the work environment that stimulate employee loyalty to be determined. This measurement can help determine which employee is truly loyal to the organisation and who is not. Loyal employees possess many traits which include among others excellent job performance, this will be discussed next.

2.4.2 Jobperformance

Once employees become loyal to the organisation, there are many benefits that the organisation will reap from that loyalty, one of them being excellent work or job performance. Job performance is described as "work performance in terms of quantity and quality expected from an employee" (Khan, Ziauddin, Jam & Ramay 2010:293). Rachmaliya and Efendy (2017:42), describe employee performance as "the level of excellence in an employee in carrying out their duties and responsibilities". For an organisation to be successful, employees must be able to provide quantity and quality perfor

mance. Nowadays the world is highly globalised, technical advances have brought about an overwhelming change and uncertainty (Sutanto 1999:47). Unlike decades ago, organisations do not only compete locally but globally.

Thanks to technology, people can access services online provided by businesses that are in faraway countries as though they are just nearby, this is because the world is now a global village. Therefore, competition has intensified, organisations must be able to compete globally in order to be successful as “successful organisations will be the ones that can change in response to the competition” (Robbins, 2001:541). These organisations must be fast on their feet, able to produce new products quickly and get them to the market on time in order to beat competition, and this can only be achieved through a dedicated workforce. Employees have to be able to perform to the best of their ability, meet target and deliver goods on time, that way they will have given an excellent job performance, which will in turn enhance organisational commitment.

There is a relationship between job performance and organisational commitment. According to Khan *et al.* (2010:293), commitment of employees to the organisation can be used as a tool to enhance their performance. These scholars are of the view that only highly committed employees will be willing and able to give their best performance in the organisation. To echo these scholars, Jafri and Lhamo (2013:51), also maintain that employees who are highly motivated and committed will have higher work performance.

Memari, Mahdieh and Marnani (2013)'s study discovered that there is a positive relationship between organisational commitment and employees' job performance. This says to the researcher that employees who are more committed to the organisation will inevitably strive to perform well, their commitment pushes them to work hard. Another study by Rachmaliya and Efenidy (2017), noted that employees' commitment to the organisation is a crucial tool in enhancing their performance. These studies are crucial and relevant in that they prove that organisational commitment is a contributing factor to employees' good performance at work. However, some authors are of an opinion that this is not the case. For example, the study by Tolentino (2013), found that among academic, affective commitment was the only commitment which related significantly with job performance. Among the administrative, not even one of the commitment dimensions related to job performance. To add to that, the study by Sutanto (1999), found that organisational commitment is unrelated to performance, he is of the opinion that sometimes commitment to supervisors is a stimulant to performance than commitment to the organisation.

ation. These studies show that organisational commitment being a good predictor to performance is subjective, sometimes it is, sometimes it is not.

2.4.3 Work motivation

Employees, as the human resource of any organisation, can make or break the organisation. The organisation's success depends on them. It is through them that work is done, and organisational goals are reached. For employees to execute their duties well, it is important to keep them motivated. According to Tella (2007:1), motivation is a management process used to influence behaviour. Basically, motivation is a psychological process that stimulates behaviour and performance. It can be used to stimulate employees to act in a certain way to achieve an intended task (Sohaile et al., 2014:42).

Establishing a favourable working environment is another way that managers can use to motivate employees. A working environment is the atmosphere in which employees work in (Abdullah & Ramay 2012:91). Employees spend most of their day at work, it is important that the environment they work in is friendly and there are positive relations between employees and their colleagues and management, otherwise they may spend their whole working day in an unwelcoming environment, which will discourage them to go to work and thus lead to less or no organisational commitment. Therefore, managers must ensure that they create a favourable working climate which "motivates and stimulates workers to meet organisational goals and the extent to which it makes them identify with the organisation" (Clampitt & Girard 1993:85). Once employees are satisfied with the climate of the organisation, they will display greater commitment to it (Hopper, 2009:26).

Living in an era of globalisation whereby competition among organisations is too high (Iqbal, Ahmad, Majid, Nadeem, Javed, Zahra & Ateeq 2013:1), organisations must be able to survive in this competitive world and must be able to keep up with the competition, otherwise they may be left behind and ultimately die. In order to avoid this tragedy, it is important for managers to keep employees motivated as "motivated workers perform well" (Sohaile et al., 2014:41), this good performance will increase the output of the organisation, thus enabling it to survive in the business world. There are several strategies that managers can use to motivate employees in the workplace as discussed in the next section.

2.4.3.1 Remuneration

Employees, like all other human beings have needs. They need among others, shelter, food and security, which all can be attained through money. Remuneration, which is payment, especially in the form of money remains one of the most significant motivational strategies to employees (Tella, 2007:3). Payment made for services rendered encourages employees to perform well (Al-Madi, Assal, Shrafat & Zeglat 2017:136).

The extent to which employees can be committed at work depends on the “financial and personal rewards” (Abdullah & Ramay, 2012:91). Dissatisfied employees manifest different kinds of withdrawal behaviours which may include among others, absenteeism, turnover intention and ultimately lack of organisational commitment (Hua & Omar 2016:109). For managers to stimulate high employee commitment, it is important for them to pay their employees well as this indicates to employees how much the organisation values them (Kaselyte & Malukaite 2013:16).

2.4.3.2 Staff training

It is the responsibility of managers to ensure that employees in the organisation are motivated. Staff training is another good strategy to motivate employees (Al-Madi et al/2017:136; Tella 2007:4). According to Armstrong (2001:243), “training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience”. When employees undergo training, they are equipped with skills that will enable them to perform their work well. Training is very much essential in the workplace as it offers employees the right skills and knowledge to do their work. This means staff training motivates employees and enables them to be able to do the best job they can (Skripak, 2016:232). This is the process of awarding employees with professional opportunities that will help them develop and improve in their work (Tella, 2007:4).

2.4.3.3 Information availability and communication

Another strategy of improving employee motivation is when they receive adequate information regarding their performance in the organisation through personal feedback (Greff,

2012:155). Personal feedback focuses on the “adequacy of giving workers information about recognition of good work, accurate evaluation of their performances and the criteria by which they are judged” (Hooper, 2009:23). Communication between managers and employees must be effective enough to stimulate motivation, employees should not feel lost in the organisation, they must be informed of their performance, which includes compliments to their strength and motivation to their weakness. Well informed employees become more motivated than those who are not informed but rather feel lost and discouraged.

There is a relationship between work motivation and organisational commitment. According to Sohai *et al.* (2014:41), motivating strategies or factors do not only lead employees to perform well but also to be more committed. This is because no employee can truly be committed if they are not motivated.

The study by Al-

Madi *et al.* (2017), discovered that employee motivation has a remarkable effect on affective organisational commitment. This means that employee organisational commitment can be predicted through employee motivation, if employees are highly motivated, then they will be highly committed, likewise, if they are less motivated, they will be less committed. Also, the study of ‘effect of work motivation and organisational commitment on job satisfaction: a case study of education industry in Pakistan’ by Sohai *et al.* (2014), concluded that high employee motivation results in high job satisfaction, which ultimately results in high employee organisational commitment. There is a link between the education sector example and motivation. When employees are allowed to further their studies and increase their knowledge in the work place, they will develop more skills on how to better perform their job, this will make them not to be redundant and thus ultimately cause them to be burnt out, but they will be more motivated and thus more committed. Other studies, such as the study of ‘relationship between work motivation and organisational commitment, case study: Keshavarzi Banks in Ghazvin county’ by Varmazyar and Zamani (2016), showed that job motivation had a significant impact on organisational commitment. As mentioned earlier, because motivation is a management process that can be used to influence behaviour, if employees are motivated, then they can be motivated

to be committed to the organisation. Such stimulus can be in any form that may attract employees such as a salary for example, and if an employee is satisfied with the salary they receive, then this can make them to be motivated to be committed to the organisation.

The above studies bring the researcher of this study to the conclusion that indeed work motivation, which can also be achieved through communication, is related to organisational commitment. Employers or managers should therefore make every effort to stimulate motivation through communication, which will bring about commitment and then lead to high performance, thus organisational goals will be attained, and the organisation will succeed or grow. Apart from the above three strategies, participative leadership can also motivate employees, this will be discussed next.

2.4.4 Participative leadership

As mentioned previously, employees as the human resource of the organisation play a vital role in its success and survival, it is through them that the organisation can reach its targets and achieve its goals (Omotayo, Pavithra & Adenike 2014:1), it is therefore of vital importance that employees are treated in a way that they will feel appreciated and needed in the organisation, as this will motivate them to work hard and thereby improve their performance. Another method of stimulating employees to become committed to the organisation is through leadership styles practiced in the organisations such as participative leadership, people-oriented leadership and transactional leadership among others.

Other leadership styles such as laissez-faire leadership, among others, are not relevant because they do not stimulate employee commitment. Laissez-faire leadership is where a leader shows lack of leadership, the leader does not participate in important organisational matters and does not really care about completion of work, all of which frustrates and demotivates followers (Khan, Nawaz & Khan 2016:6). This leadership style will therefore not contribute to the commitment of employees in the organisation; hence it is not relevant.

Participative leadership is a process whereby both the supervisor and management make joint decisions and/or share information (Bell & Mjoli, 2014:451). This is a process where employees contribute to the decisions made in the organisation (Abdullah & Ramay 2012:92). Employees are more valuable than just being the human resource or labour of an organisation, given an opportunity, they can come up with constructive ideas that may benefit the organisation. Organisations that allow this practice are said to be organic organisations which are characterised by looser rules, decentralised decision making and horizontal networks of communication (Lunenburg, 2012:1). In this type of organisations, employees are free to communicate with management, they are not afraid to voice their opinions and those opinions are treated with respect. This makes employees feel that they are part of the organisation, which makes them identify themselves with it and thus make them more committed (Kaselyte & Malukaite 2013:17).

Participative leadership requires managers and employees to have mutual dependence, which is called interdependency, "interdependency is the notion that people within an organisation are dependent upon one another to achieve the organisation's goals" (Wrench & Punyanunt-Carter 2012:18). If managers do not conduct their work well, employees will be affected, likewise, if employees do not carry out their tasks well, managers will be affected, hence it is important for both groups to work hand-in-hand.

Participative leadership influences the behaviour of employees, when employees are given a platform to raise their opinions or ideas and make decisions, they will also work hard in making sure that decisions become a reality (Bell & Mjoli 2014:454). It also stimulates innovation among employees, this is because employees will strive to be the ones who come up with the best ideas, that means, the organisation will always be updated and not outdated. When an organisation remains outdated, it becomes endangered and at the risk of extinction, it is therefore important for employees to come up with fresh technological ideas that will help the organisation compete in the market world. For example, the use of emails have drastically reduced the effectiveness of post offices

in terms of sending letters as now everyone can send a an email in the comfort of their own home to someone who is overseas and the message be received instantly. Another example is online bookstores like Amazon have caused traditional bookshops to completely close shop as one is able to order a book online. Moreover, in the past horses were used as modes of transport, horse trainers lost their jobs when car factories invented cars as modes of transport. All these examples show that the world is evolving, innovation is a priority and employees should always come up with fresh innovative ideas to keep their companies relevant.

Participative leadership exists in a learning organisations, which replaces “where knowledge is fully utilised, capacity is expanded, behaviour is changed, and competence is gained” (Liao, Chang & Wu 2009: 3792), this is because in these kind of organisations, through participative leadership, employees are afforded an opportunity to be creative and this expands their creative capacity. That way, there is always something new to learn and work does not become boring. To add to that, participative leadership exists in organic organisations, which are flexible, team directed and adaptable. They are characterised by multiple hierarchies and decision making is decentralised (Lunenburg, 2012: 1). Employees in these organisations are not afraid of change, they are able to adapt with their external environment, thus enabling the organisation to keep up with the ever changing twenty first century environment.

There is a relationship between participative leadership and organisational commitment. The study by Bell and Mjoli (2014), found that participative leadership significantly has a positive effect on organisational commitment. As previously stated, employees working in organisations where participative leadership is practiced work hard and are always learning, work does not become boring and all this increases their commitment to the organisation. Another study of ‘the effect of participative leadership style on the performance of COYA senior managers in Kenya’ by Lumbasi, K’Aol and Ouma (2016), found that participative leadership style significantly affected employee performance. This is because this style motivates employees to better perform well, which ultimately makes employees to be more committed. In addition, the study by Sinani (2016), found that high levels of participative leadership results in high levels of employee job satisfaction which ultimately results in high levels of employee organisational commitment, thus low turnover intentions.

2.4.5 Low turnover intentions

Apart from greater productivity, organisational commitment results in low turnover intentions. Turnover intention is defined as the intention of workers to leave their job (Ramadhani 2014: 6). When employees are not satisfied with their job, they lack commitment to it and develop intentions to leave. Should better opportunities come along, employees will not hesitate to leave those jobs. High turnover intentions impact the success of the organisation negatively because it decreases innovation among employees, decreases excellent customer services and it makes employees who remain have fear (Ramadhani, 2014: 6). Turnover intention compromises productivity and cost effectiveness, therefore, it is detrimental to organisational performance (Mustamil, Yazdi, Syeh & Ali 2014: 76). When employees leave the organisation, whether voluntarily or not, this somehow affects the organisation as more hands on the job means more productivity, likewise, less hands mean less productivity. The organisation will then need to supplement this loss by recruiting new employees, which is costly and time consuming (Khawaldeh, AlMuala & AlZiadat 2014: 136). During this time of recruiting and training, the organisation loses to their competition because precious time is lost finding new candidates for the job, while money is also lost training them. It is therefore of utmost importance for the organisation to decrease turnover intentions, and this can be achieved when employees are committed to their jobs.

In order to ensure low turnover intentions, communication in the organisation must be effective enough that employees become satisfied with it. Employees must be satisfied with communication in the organisation because where employee communication satisfaction is low, there are high turnover intentions (Greeff, 2012: 142). Therefore, it is of utmost importance for managers to ensure that communication in the workplace is effective and satisfactory, that way, organisational commitment will increase.

The study by Emiroglu, Akova and Tanriverdi (2015), found that demographic factors like gender, age, marital status as well as other factors like wage, position and tenure are determinants of turnover intentions, but the study did not look into whether communication influences turnover intentions. Also, although the study by Hooper (2009), did study communication and organisational commitment, and found that effective commitment, job satisfaction, and continuance commitment are important mediators between organisational communication variables, with turnover

intentions. Since the motive of this study is to explore the feasibility of communication being a stimulating agent to organisational commitment in a religious institution, the following discussion will be on communication.

2.5 COMMUNICATION

The main reason why an organisation exists is to achieve its goals (as mentioned earlier), the same however, can be attained through communication in the organisation. Communication is the essence of every organisation, it is through it that both management and employees can effectively communicate and thereby reach organisational goals (Mamuli, Mutsotso & Namasaka 2013:257). Communication is regarded as a very important part of every day interaction in any organisation. All relevant stakeholders of any organisation, be it managers, employees or customers become "directly or indirectly involved in workplace by means of communication" (Arins, 2013:9). This shows that communication is relatively a very important aspect of any organisation.

This section will discuss effective communication and its benefits, followed by a brief discussion on types of communication, which will lead to a discussion on internal communication. This will be followed by a discussion on communication channels, supervisor and employee communication.

2.5.1 Effective communication

When a message is sent, the receiver receives it in a way that the sender planned he would or he would receive it, then that constitutes effective communication (Nebo, Nwankwo & Okonkwo 2015:134). Effective communication is an excellent transmission and receipt of a message in an environment that is safe for the message not to be hindered (Kelvin-Iloafu, 2016:95). Effective communication is a two-way communication, someone sends the message, another receives it and responds to that message (Abbasi, Siddiqi & Azim 2011:242). The message has to be communicated clearly, otherwise that message can be hindered, and the receiver will not be able to understand that message.

Noise is something that can cause the message to get hindered because it could disrupt the message. Another barrier could be when the message is delayed or when there is no feedback (Babatunde, 2015:84). It is always important for both the sender and the receiver to ensure that these barriers are avoided so that communication can be effective for both parties.

In any organisation, effective communication is key for the success and development of that organisation (Gulnar[sa]:190). Both managers and employees must ensure that they communicate in an effective way.

According to Masuku and Zulu (2014:6), "effective organisational communication can be achieved through the use of both upward communication and downward communication". Upward communication, from employees to supervisors, can be used to communicate suggestions, problems or progress reports while downward communication, from supervisors to employees, can be used to communicate instructions, procedures and performance feedback (Lunenburg, 2010:3). These channels of communication will enable managers to give out instructions on how to achieve organisational goals, employees will also communicate about their work progress, that is, communication in the organisation will be fruitful.

To ensure effectiveness, there are a number of communication channels (which will be explained in detail in further in the study), that managers can use to communicate with employees, such as face-to-

face meetings, memos, video conferences, emails, telephones and facsimiles (Rehman & Marouf 2008:4). Managers may hold face-to-

face meetings with employees, but this can only happen in cases where the two groups are in the same room. Thanks to technology, distance is no longer a barrier, managers can still hold meetings with employees who may be far away, even outside the country, this can be achieved using

video conferencing. Furthermore, communication channels include body language, codes and signs. All these channels contribute to the effectiveness of communication in the organisation as they determine how the message is interpreted.

Managers can use the above-mentioned channels to communicate effectively with employees and help create more opportunities for them to be innovative and creative. Innovation will enable employees to become

titive and therefore highly challenge each other, work does not become boring as there is something new to discover every day. This will provide the thrill and high desire to commit to the organisation. To add to that, effective communication between employees will enable them to share ideas, discuss problems and find mutual solutions, therefore, communication should be open in organisations.

All this will enhance effective commitment, which has been found to have a positive correlation with job satisfaction (Masindi, 2015:19). According to Ragusa (2010:7), many studies have confirmed that organisations with effective communication strategies have proved to be more successful than those with not. Hence, Masuku and Zulu (2014:1), maintain that for organisations to be successful and grow, it depends on the effectiveness of their communication.

Previous research, such as the one by Husain (2013), recognise the significance of effective communication during the process change in organisations. Also, the study by Nkemdima (2015), revealed that effective communication enhances employee performance. The study aims to explore whether effective communication in religious institutions enhances organisational commitment. Organisations that practice effective communication will reap many benefits that comes with it, these will be discussed next.

2.5.1.1 Benefits of effective communication

Employees are the face and power force of any organisation as it is through them that work is done because they are the human resources of the organisation (Ramadhani, 2014:1). They therefore have a powerful influence on the success of the organisation (White, Vanc & Stafford [sa]:3). The success of the organisation depends on committed employees. Committed employees will work hard to achieve the organisation's goals and objectives, they may even work overtime in order to realise the organisation's goals, hence Hamdi and Rajablu (2012:8) believe that when employees are committed to the organisation, this will help increase the organisation's productivity. These employees have no time to waste on unimportant issues that do not benefit the organisation, their only purpose is to see the organisation succeed and therefore they are always committed to working hard. Hard work ensures that employees achieve greater productivity in the organisation, this in turn helps the organisation reach its goals, making management pleased with their employees, who in return will create a positive work

an environment which can encourage employees to be more committed to the organisation.

Employees' commitment in the organisation is brought about by communication among other factors. According to Shonubi and Akintaro (2016:1904), the most successful businesses are those who have mastered the art of communication, absolutely nothing can be achieved without effectively communicating with all stakeholders. This means, for employees to achieve targets and even surpass them, they should be wisely managed by their supervisors, communication between these groups of people must be effective enough to produce fruitful results. If communication between employees and supervisors is not effective, this would create a non-conducive environment which would negatively influence the performance of employees (Abdussamad, 2015:19).

Scholars such as Nebo *et al* (2015), found that effective communication is the remedy to efficient management of employees. Also, the study by Kelvin-Iloafu (2016), concluded that effective communication is the lifeblood of organisations as it influences the achievement of organisational strategic goals. Before communication can be said to be effective, first it must be determined what type of communication is effective, this will be discussed next.

2.5.2 Types of communication

In every organisation, there are two types of communication. Internal communication and external communication, of which both are very important resources for organisational communication (Tankosic, Ivetic & Mikelic 2017:1). They both manage and coordinate all internal and external communication an organisation has with its stakeholders. External communication is used to transport important organisational messages to people outside the organisation, such as the government, suppliers, sponsors, customers, among others (Réka & Borza 2012:617). Through external communication, customers are made aware of what the organisation offers in activities such as press releases and advertising. The organisation may also establish relations with government agencies. This study will concentrate on internal communication, which will be discussed next.

2.5.2.1 Internal Communication

Internal communication refers to all communication that takes place inside the organisation (Verčič, Verčič & Sriramesh 2012: 225; Ragusa 2010: 8). It can empower employees of an organisation and can also motivate them (Ragusa 2010: 7). Internal communication is a process of exchanging information in the organisation, managers give out instructions or set an agenda for the employees, employees communicate with each other to share ideas or pass information from management to other employees, in short, internal communication helps to meet “mutual expectations and demands between the executives and employees” (Engin & Akgoz 2013: 110).

According to Holá (2007: 107), the essence of internal communication is to satisfy employee and management's information needs. For employees to execute their duties well, they must first know what it is that is required of them, this way is, they will be able to do their jobs accordingly and then reach organisational goals. Due to an increased competition in the marketplace, organisations are under pressure to perform well or else they will not survive, one way of doing that is to keep their customers happy. Employees need to have deep knowledge about the organisation so that they can be able to share its core message with customers, but this can only be possible if employees are fully informed through internal communication about the organisation and its offerings (Arins, 2013: 12).

It is the responsibility of every employee to have knowledge of all the processes of the organisation they work for and it is also their duty to answer questions about the organisation and its services and even motivate those answers. In order for the above to be achieved, employees must always be informed of the present state of the organisation, moreover, employees must know where important information is stored so that they can be able to retrieve it when the need arises and this can be in databases or servers (Arins, 2013: 14). There are many benefits that organisations can reap from good internal communication, these include among others, organisational commitment, increased productivity, less strikes, less absenteeism, and high level of innovation (Hopper, 2009: 8). Apart from internal communication, organisations do have channels of communication that contribute to the success of the organisation, this will be discussed next.

2.5.3 Communication Channels

Communication is a unifying bond that holds the organisation together (Mamuli, Mutsotso & Namasaka 2013:258; Mohr & Sohi 1995:395). Communication channels help carry a message from sender

to receiver, therefore, communication channels are very important links of content shared (Mamuli *et al.*, 2013:260), they include “all the means for the encoding and decoding of a message” (Sasina, Balashov, Rubtcova & Satinsky 2017:253).

There are different types of communication channels, some are considered formal while others are informal (Illia, Lurati & La Rocca 2006:5). Formal channels are those that managers use to communicate the organisation's policies, laws, work procedures and organisational goals among others. These formal channels may include among others, face-to-face meetings, memos, video conferences, emails, telephones and facsimiles (Rehman & Marouf 2008:4). Informal channels are those that are used to communicate organisational and non-organisational matters, such as personal matters and these may be communicated through informal notes, unplanned talks and grapevines among others. Furthermore, communication channels may also be classified under verbal, non-verbal, visual, audio and electronic, among others (Mamuli *et al.* 2013:261).

Verbal communication channels include all spoken communication. These may include face-to-face communication where the manager may hold a meeting with an employee, it is highly efficient, but not 100% because there can be errors such as the slip of a tongue (Rocci & de Saussure 2016:18). This communication takes place when two people or more are in the same room. However, verbal communication can also happen through telephone calls where people will be miles apart but still communicate.

Through technology, verbal communication can also happen through Skype, video conferences, and Facetime among others. The main advantage of this communication is that errors can immediately be rectified as communicators may ask questions where the message is not clear. Verbal communication is different from non-verbal communication.

Nonverbal communication includes all kinds of communication that take place without saying a word, these may include among others, body language, signs, nodding facial expressions and blinking (Nonverbal...2011:2). They are normally used to supplement verbal messages but sometimes can be used to send indirect messages, for example, asking an employee if they are coping at work and they respond by saying yes yet the facial expression on the other hand displays fatigue sends an indirect message that the person is not coping.

Another type of communication is written communication. Written communication includes all communication done through writing. Any kind of documented communication sent from the sender to the receiver is called written communication (Prabavathi & Nagasubramani 2018:31). These include among others, reports, memos, emails and letters. This kind of communication is rather more formal than verbal and nonverbal communication. Managers may send out memos to remind employees about important organisational events, or they may also send them emails, which are even much faster and more reliable. Moreover, written communication is considered impersonal because those communicating cannot see or hear each other. These channels of communication can be used to facilitate easy communication between supervisors and employees, which will be discussed next.

2.5.4 Supervisor and employee communication.

In every workplace, there are supervisors or managers and there are employees. These two groups of people have to communicate in order to achieve the goals of the organisation, but this depends on the kind of communication in that workplace. Some managers may prefer to directly communicate with their employees while others may prefer to have a liaison person to pass the messages. The researcher in this study believes that direct communication between management and employees is the most effective way of communicating because it correlates strongly to commitment (Ragusa, 2010:15). Managers can achieve this through practicing an open-door policy and through upward communication flow. Employees should be able to approach management and discuss certain issues with them, they should be able to give opinions and make suggestions regarding the organisation. In short, managers must transform the organisation into an open system or organic organisations, this is because organic organisations are character-

erised by weak or multiple hierarchies, they are flexible, that is, they can easily adapt to a changing environment. Communication in these organisations flows in all directions, meaning it is not only top down from management to employees, but employees can also communicate with their employers, which also enables decentralised decision making (Lunenburg, 2012:1).

According to Hopper (2009:17), employees who better communicate with their supervisors are better informed, and therefore feel they are an integrated part of the organisation which increases their commitment to the organisation. When managers or supervisors involve their employees in the planning and decision making of the organisation, they tend to feel needed and important and therefore become more committed to the organisation. Although Ragusa (2010) and Hopper (2009) maintain that communication between managers and employees correlates strongly to commitment, the researcher aims to find out if this is the case in religious institutions as these scholars did not study this in religious institutions, which is the void the study aims to fill. Employees may also become committed when they work and communicate harmoniously with their colleagues, this will be discussed next.

2.5.5 Communication among employees

In any workplace, employees not only communicate with their supervisors and clients, they also communicate with those they work with, that is their colleagues. Under normal circumstances, employees spend more time interacting with other colleagues than supervisors, that means they spend more time with their colleagues than anyone, including their family, as they spend most of their time at work (Engin & Akgoz, 2013:110). It is important therefore that there should be good relations between these employees to enhance good working relations. These good relations may be achieved by vertical and horizontal communication where communication flows freely between employees and allow them to even talk about their personal issues (Yan, 2011:3). This communication can take place inside and outside the organisation.

Supervisors or managers in the workplaces should not only be concerned about work being done, one of their roles should be about enhancing good relations among employees and ensuring that the working environment

entisfriendlyandconduciveenoughtoallowforfriendlyrelations.This canbeachievedthroug hpromotingsocialandcorporateactivities thatwillboostteamspirit,thatwayorganisationa lcommitmentwillalso beenhanced(Hopper,2009:19).

ThestudybyOtieno,WaiganjoandNjeru(2015),initssummaryoffindings,concludedthatco mmunicationhelpsinimprovingteamwork,thusdecreasinggrievances.Also,thestudybyY an(2011),foundthatsocial-emotional- orientedcommunicationbetweensubordinatesandsupervisorsisapositivepredictorofaff ectivecommitment, the anchor of these is communicationsatisfaction which will be discussed next.

2.6 COMMUNICATIONS SATISFACTION

Communicationsatisfactionis“thepersonalsatisfactioninherentinsuccessfullycommunic atingtosomeoneorinsuccessfullybeingcommunicatedwith”(Hopper2009:13;Hua&Oma r2016:108;Engin&Akgoz2013:110;Varona2002:4;Alsayed,Motaghi&Osman2012:2). Whenanindividualinanyorganisationispersonallysatisfiedwiththeoverallcommunication intheorganisation,thatconstitutescommunicationsatisfaction.Toaddtothat,communicati onsatisfactionalsomeansindividualsinanorganisationaresatisfiedwiththevariousmeans ofcommunicationintheorganisation(Ramirez2012:13;Gulnar[sa]:192;Mustamileta/201 4:77).Thismeansthemultipleformsofcommunicationusedintheorganisationareconsider edaseachemployeeholdsadifferentlevelofsatisfaction.Itisthesemultipleformsthatgaveri setoDownsandHazen(1997)measuringtool.

ApartfromDownsandHazen,thereareotherinternalcommunicationtoolssuchas‘theorga nisationalcommunicationclimatesurvey(OCCS),whichmeasurescommunicationclimat eintheorganisation.Communicationclimateisaveryimportantfactorintheorganisationasit enhanceeffectivenesswhichcontributes tothesuccessoftheorganisation(Nordin,Sivap alan,Bhattacharyy,Hashim,Ahmad&Abdullah2014:1046).Climate meanstheinternalen vironmentoftheorganisationwhichinfluences thebehaviourofemployees.Itisexpectedtof osteropenness,trustworthiness,teamworkandreliability,amongothers(Pardedeeta/ 2014:410).Communicationclimatesetstheatmosphereintheorganisation,whenthecom municationclimateissupportive,employeesworktogetherandopenlyexchangeinformatio

n. On the contrary, in those where the communication is not supportive, employees keep their opinions to themselves, there is no exchange of information (Nordin *et al.* 2014: 1047).

Another internal communication tool is 'organisational communication conflict instrument' (OCCI), which measures communication conflict in the organisations. Wherever there are people, conflict is inevitable, people will always have differing opinions, which will always clash with others. Even in organisations there will always be conflicts among employees. These conflicts can be regarded as positive while others regard them as negative (Nordin *et al.*, 2014: 1048). The researcher of this study is of an opinion that conflict can be regarded as positive when different people express their opinions, it means there will be innovation in the organisation as those will strive to come up with the best idea. It can be regarded as negative when it causes animosity and hatred among employees.

Although both OCCS and OCCI measure internal communication, for the purposes of this study, the researcher will use and concentrate only on CSQ. This is because the motive of this study is to investigate whether communication is a contributing factor to organisational commitment, so the researcher is of firm opinion that communication satisfaction will clearly help achieve this motive more than communication climate and communication conflict. The other reason is because communication climate is also included in the dimensions of communication satisfaction while communication conflict cannot be used to evaluate commitment.

Downs and Hazen (1997) viewed communication satisfaction as a multidimensional concept (Clampitt & Girard [sa]: 2; Hua & Omar 2016: 108; Ramirez 2012: 13; Varona 2002: 4). Hopper (2009: 13), states that the most regularly utilised measure of communication satisfaction is Downs and Hazen's (1977) Communication Satisfaction Questionnaire which comprises of eight dimensions. These dimensions clearly describe organisational communication satisfaction, they take into consideration the various forms of communication used in the organisation. They also consider the various channels of communication that an employee and a supervisor may use within an organisation. These will be discussed next.

2.6.1 The eight dimensions of communication satisfaction

The eight elements of communication satisfaction will be briefly discussed below.

2.6.1.1 Communication climate

Communication climate is defined as the level at which communication in the workplace stimulates employees to achieve organisational goals (David & Singh 2013: 45; Ramirez 2012: 16; Hopper 2009: 13). This communication exists at both personal and organisational level. It deals with whether employees' expectations are met and how communications should be like in the workplace. When employees are satisfied with the various aspects of communication in the workplace, they will develop an emotional attachment to it and therefore exhibit substantial commitment to it (Hopper, 2009: 26). Supervisors or managers should foster a supportive and open communication climate in the organisation where employees are not afraid to express their ideas. The supportive climate will enable the realisation of the organisation's goals, mission and objectives (Glomo-Narzoles, 2012: 203).

The study by Pardede, Miraza, Sirojuzilam and Lubis (2014) shows that communication climate plays an important role in improving the performance of planners in their practice. Another study by Ahsanul (2013) states that communication climate serves as a strong mediating factor between elements of the work system and different measures of organisational effectiveness.

From the above, it can be argued that management of the Cenacle of Salvation church needs to foster a healthy communication climate in the church to motivate employees' commitment. Apart from communication climate, organisational integration may also contribute to organisational commitment.

2.6.1.2 Organisational integration

Organisational integration has two meanings, firstly it refers to an individual's personal integration into the organisation and secondly it refers to "cross-functional integration" (Greeff, 2012: 145). For employees to be personally integrated into the organisation, they should first receive information about their work and everything that goes along with it. This information should include among other things the rules and regulations of the workplace, the policies, benefits for the good work and repercussions for misbehaving. Employees must fully be informed about the organisation to be truly integrated into it, this will also ensure that employees are integrated at the cross-

functional level and this will enhance commitment. Organisational integration also means that all departments, groups and specialisations must work collaboratively, interact with each other and depend on one another in order to achieve the organisation's goals, in other words, there must be unity among departments in the work place (Teixeira, Koufteros & Peng (2012:73). For integration or unity among departments to be successful, there must be good media quality.

2.6.1.3 Media quality

Media quality concentrates on how messages are transmitted through various channels in the organisation and how these messages reach employees. Also, it focuses on whether employees regard these communication media as a helpful and if they transmit the message in a clear manner (Greeff, 2012:146). Media quality is very important in the organisation as employees' satisfaction or organisational level depends on employees' "satisfaction with the effectiveness of company's media" (Mustamile *et al.*, 2014:77). Excellent media quality will lead to excellent informal horizontal communication in the workplace.

2.6.1.4 Informal horizontal communication

Informal horizontal communication is communication between co-workers on the same level, it is not necessarily work-related or sanctioned by the organisation, rather, it is concerned with the activeness of the grapevine in the organisation (Greeff 2012:152). The grapevine, which is sometimes called the rumour mill, is where messages flow in all directions, these messages can be social or even work-related (Angelopulo & Barker, 2013:77), but they cannot be accounted for. The Cenacle of Salvation church must encourage them as they do have some benefits such as bringing employees together. Apart from the informal horizontal communication, there must be an adequate organisational perspective in the workplace.

2.6.1.5 Organisational perspective

Organisational perspective deals with the satisfaction of information concerning the entire organisation. This information may include among others, the organisation's financial situation

n, its goals and how it has been performing in the marketplace (Gulnar[sa]:192). Since this information concerns the entire organisation, the information is broad. Employees must be well informed of this information, for example, they must be informed of the organisation's external environments such as levies due, because should such be ignored, the organisation may be shut down. Moreover, employees must be informed of the goals of the organisation so that they can align themselves with them. Employees can be informed of these through supervisory communication.

2.6.1.6 Supervisory communication

Supervisor communication involves perceptions of how employees regard their supervisor communication as open to their suggestions, listening to their problems as well as keeping them well informed, among others (Hopper, 2009:13). Supervisors should not only make use of downward communication channels and give out instruction. They should also allow for upward communication channels where employees will be able to voice their opinions. Moreover, supervisors should develop a working relationship with employees in that they will not only issue them orders but that they will also guide employees through work problems, listen to them and even encourage them. This attitude will facilitate communication satisfaction which will foster strong and mutual relationships between supervisors and subordinates (Alsayed *et al.*, 2012:2). This can be enhanced through subordinate communication.

2.6.1.7 Subordinate communication

Subordinate communication concentrates on how well employees' institute communication with their superiors. It also focuses on how well employees notify their supervisors of valuable information that the supervisor needs (Hopper, 2009:13). Upward communication capacitates employees to communicate with their supervisors. It is through this that employees can share valuable information that the supervisor needs. This can only happen in an environment where the climate is open and supportive and when employees have no fear to communicate with their supervisors. The presence of fear in the organisation is proof that upward communication is not entirely practiced (Masuku & Zulu 2014:7). Supervisors may extinguish this fear by giving personal feedback to employees.

2.6.1.8 Personal feedback

Personal feedback circulates around the employees' inclination to know about their performances (Mustamile *et al.*, 2014:77). It is of utmost importance for employees in any organisation to receive feedback about their overall performance from their supervisors.

That way, employees will know where to improve and what they should avoid doing. Without feedback, employees will be in the dark not knowing whether they are underperforming or whether they are performing well. Supervisors can use evaluation of job performance which provides the opportunity to discuss strengths as well as weaknesses of the employee (Hopper, 2009:23). This will enable the supervisor to make a thorough analysis and then be able to give constructive feedback. When employees do not receive feedback about their work, they get lost and eventually lose interest (Ragusa, 2010:7).

Communications satisfaction is achieved when employees are satisfied with the overall communication in the organisation. This means from the communication climate that exists in the organisation, to how information is passed to employees and how well they receive that information. A healthy communication relationship between employees and supervisors and the

workers must exist in the organisation for employees to be satisfied. Moreover, the communication media used to transmit information must be accessible so that information is well received, that way, employees will be satisfied with the communication in the organisation. When there is communications satisfaction, then employees will be better committed to the organisation. Communications satisfaction is significant to organisational commitment in that it helps make employees feel they are part of the organisation, and therefore become committed to it (Ammari, Kurdi, Alshurideh, Obeidat, Hussien & Alrowwad 2017:126).

2.7 CHAPTER SUMMARY

This chapter served as the literature review to this dissertation. Related literature on organisational commitment and communication perspectives were reviewed. It first began with a brief discussion on the policies of the Cenacle of Salvation church, then moved on to give a clear discussion on organisational theories and constructs of organisational commitment. Then it proceeded to discuss communication, its effectiveness and benefits. Then internal communication was clearly outlined, together with internal stakeholders and place of internal communication on organisational structure. Then

communication channels, and measurement of communication satisfaction, with its dimensions were discussed. The literature allowed the study to identify gaps that the study will fill and the contribution the study will make in the current body of knowledge.

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

The purpose of this study was to analyse employee organisational commitment in the Cenacle of Salvation church from a communication perspective. The previous chapter of this dissertation presented the theoretical underpinning of this research study by tracing the background and general literature that framed the current academic understanding of organisational commitment and

dcommunication. The researcher in this study found that there is a gap.

Although religious institutions were studied, there was no mention of what influenced their organisational commitment, which is a void the study intended to fill.

This study aimed to explore how communication contributes to organisational commitment. This chapter will discuss how the aim of the study will materialise by describing methodologies that dictated the research. The chapter will commence with a discussion on the methodological orientation, that is the epistemological, ontological and methodological underpinnings of the research from a positivist and interpretivist stance. Positivists believe in facts that can be proven by science, if they cannot, then they do not exist (Walliman, 2011:175). On the other hand, Interpretivists are of the opinion that reality is subjective, each person can constitute their own reality and therefore it cannot be generalisable (Given, 2008:465). Then there will be a discussion on the measurement of organisational commitment.

A discussion on the research design will follow. Every project must have a map which will unfold how the project will be carried out. Without that map, the project cannot be successful. The method of this study was mixed method. The researcher conducted both quantitative and qualitative research. The discussion on data collection methods and techniques, and their reliability, validity, dependability and credibility will follow. To collect quantitative data, the researcher conducted a survey and distributed questionnaires to employees of the Cenacle of Salvation church. In addition, because this is a mixed method research, the researcher collected qualitative data through conducting interviews which will also be discussed.

Then there will be a discussion on population and sampling methods. For this study to be conducted, there was a population from which the researcher identified the target population and the accessible population. Moreover, the researcher used probability sampling to select thirty employees randomly and purposefully selected twelve employees who were interviewed. Thereafter will follow a discussion on ethical issues, every researcher must take heed of ethical issues when conducting a study on human subjects to ensure that no harm befall them (Wagner Kawulich & Garner 2012:62). Then there will be a discussion on the approval of study. It was important for researchers to obtain proper permission

ion from the organisation of study before commencing with any study. The last part will be on the time dimension of the study.

3.2 STATEMENT ON THE METHODOLOGICAL ORIENTATION

Every researcher has his or her own opinion of what comprises truth and knowledge, these opinions shape the way the researcher thinks, believes, assumes about society and about themselves, it also models the way they view the world around them and this is called a paradigm (Wagner *et al* 2012:51). Paradigms can be of a positivist stance or an interpretivist stance. A positivist paradigm is used in quantitative research, while an interpretivist paradigm is used in qualitative research. For the purpose of this study, both the positivist and interpretivist approaches were used because this study is a mixed method research study. These paradigms both helped the researcher of this study to achieve the study's objectives. A positivist paradigm enabled the researcher to objectively come to conclusions (Shah & Al-Bargi 2013:254). An interpretivist paradigm explored the subjects of this study's individual perceptions and shared meanings. Unlike positivists, Interpretivists do not believe in a cause and effect relationship (Shah & Al-Bargi 2013:257). These paradigms answered the research questions by obtaining both subjective and objective results which mean the problem was looked at from different perspectives

3.2.1 Positivist paradigm

The positivist paradigm accentuates on real facts, the truth about a phenomenon is based on logic and rationality, that is, it should be proven by science and if it cannot, then it does not exist (Wagner *et al* 2012:53; Walliman 2011:175). The researcher in this study drew conclusions based on the logic drawn from the scientific method. The scientific method entails observing, defining the problem, forming a hypothesis, conducting the experiment and deriving a theory (Ryan & O'Callaghan, 2002:2). The researcher of this study collected and comprehended information about organisational commitment and communication. Then asked relevant and testable questions. The researcher then conducted an experiment, in this case, gave out qu

estionnaires. From that experiment, a statement was made that explained the observations (Ryan & O'Callaghan 2002:2). These scientific methods allowed the research to be objective and results were not biased as the researcher's feelings were not influential to them. Barbie (2013:4) regards these methods as the correct methods of studying research.

3.2.2 Interpretivist paradigm

In interpretive research, meaning is "disclosed, discovered, and experienced. The emphasis is on sensemaking, description, and detail. For the anti-naturalistic interpretive researcher, human action constitutes subjective interpretation of meanings. Therefore, meaning making is underscored as the primary goal of interpretive research in the understanding of social phenomena" (Given, 2008:465). Within qualitative research, interpretive paradigms focus on understanding meaning and making meaning as the main reason of research. Interpretivism "focuses on people's subjective experiences, on how people construct the social world by sharing meanings and how they interact with or relate to each other" (Wagner *et al.*, 2012:127). Unlike the positivists, Interpretivists are of the opinion that reality is subjective and not objective, that is why the researcher becomes part of the study, this they do to determine meaning. The researcher of this study discovered meaning through interviews. Participants were sat down with in a face-to-face setting. They were listened to tentatively and every detail was made sense of, this helped the researcher to discover how communication is a contributing factor to organisational communication in the church.

3.2.3 Ontology

Ontology is concerned with "the nature of reality and what there is to know about the world" (Ritchie, Lewis, Nicholls & Ormston 2013:4). Ontology describes the way people perceive reality. According to the positivist paradigm, there is only one reality which must be discovered by researchers (Wagner *et al.*, 2012:55). Moreover, in society, positivists are of the opinion that uniform values govern society and these values must be accepted by all (Walliman, 2011:22). In addition, Collis and Hussey (2014:46) maintain that social reality is objective because it is not influenced by personal feelings or opinions.

On the other hand, the interpretive researcher's ontological assumption is that "social reality is locally and specifically constructed by humans through their action and interaction" (Andrade 2009:43). This means for Interpretivists, reality is socially formulated, it can be regarded as a personal construct, therefore it cannot be generalised. Ontology relates to this study, the researcher used interviews to interact and get an in-depth understanding of organisational commitment and communication in the church. Through interviews, the researcher discovered personal constructs from each employee. This helped the researcher to achieve objectives of the study such as describing in detail what it is that encourages employees to be committed and describing how communication strategies encourage employee commitment, among others.

3.2.4 Epistemology

Epistemology is the philosophy of knowledge. This approach communicates the nature of knowing, that is, "what can be known, how it can be known and what exactly is to know" (Hartas 2010:16; Treadwell 2014:279; D'cruz & Jones 2004:50). Positivists view knowledge as facts that can be experimented, verified, rejected or refined (Wagner *et al* 2012:55; Walliman 2011:22). This knowledge according to positivist paradigm, can be tested by scientific methods to produce logical and rational results which are not influenced by the researcher's feelings. The researcher gained knowledge about different communication perspectives and organisational commitment in the church from collecting questionnaires. These questionnaires were not filled in the presence of the researchers so that feelings would not influence the results. On the other hand, the interpretive researcher's epistemological assumption is that "findings are literally created as the investigation proceeds (Andrade, 2009:44). Moreover, for Interpretivists to understand people's social reality, they need to first understand their practices, language and norms (Andrade, 2009:44). The researcher first had to know and understand the language which in this case was English and norms of the employees of the Cenacle of Salvation church in order to gain knowledge from them, this helped the researcher not to get lost in the process of the interview which could have made the collected data irrelevant and therefore rendered the results of the study as invalid.

3.2.5 Methodology

Methodology specifies “how researchers may go about practically studying whatever they believe can be known” (Terre Blanche, Durrheim & Painter 2006:6). There are different methods researchers use to conduct research. Some use qualitative methods, others use quantitative, while others use both, which is mixed method research. This study will be based on mixed method research, which will be explained later in the chapter. The next discussion will be on the measurement of the organisational commitment. The following discussion will be on the research design.

3.3 RESEARCH DESIGN

Successful projects are determined by the way they are designed. For any project to succeed, there must be a design which maps the way in which the project will be materialised, this becomes the blueprint of that project, an outline of how the idea will be materialised. The same goes for any research study, it must have a research design. A research design “refers to the way in which a research idea is transformed into a research project or plan that can then be carried out in practice by a researcher” (Given, 2008:761). For a researcher to successfully carry out a research project, appropriate research methods must be used. Research methods are the instruments and techniques the researcher uses when conducting research (Walliman, 2011:1).

The researcher in this study used mixed method research design. According to Given (2008: 527), mixed methods studies mean that the researcher merges quantitative data and qualitative data in the analysis. This process was concurrent and not sequential, this is because this study is a cross-sectional study (which will be later explained in the study). The researcher converged and collaborated results from these two methods (Almalki, 2016:291). Using both methods benefited the objectives of the study as this design enabled the researcher to provide a more complete understanding of the research problem by adding a more significant depth to the understanding. Moreover, the researcher used the results of another method to explain better the results of another method. In this study, the researcher collected information on employees of the Cenacle of Salvation church, qualitative and quantitative data were collected concurrently. Data collected was merged to form one interpretation of whether communication is a contributing factor to organisational commitment in the church. This interpretation clearly outlined quantitative information through the magnitude and frequency

and also outlined qualitative information through participants' personal perspectives (Given, 2008:527).

The proposed method of this study is mixed method research. Mixed method research is "the collection or analysis of both quantitative and qualitative data in a single study" (Wagner *et al* 2012:161). These will be discussed next.

3.3.1 Quantitative research

Quantitative research is a study where the researcher collects data in a numerical form, mathematical operations are used to explore its properties and statistics are used to analyse data (Walliman 2011:113; Terre Blanche *et al* 2006:47). According to DeVaus (2002:10), quantitative research is a process whereby a phenomenon is accounted for and measured in a scientific and rigid manner. Quantitative research accentuates on facts which can be proven by numbers. In this type of research, a phenomenon is tested through science and not fiction. The researcher of this study concluded that communication does impact organisational commitment, this conclusion was reached based on mathematical operations which are important as they helped obtain logical results, which can also be retested.

One of the most important objectives of quantitative research design is to help "describe, predict quantities and degrees and relationship between the phenomena that are being researched" (Greeff, 2012:170). Moreover, one of the major advantages of quantitative research is that it can be administered to a large group of participants, which will help make generalisation possible (Keyton, 2006:53). Through quantitative research gatherings, the researcher in this study was able to make generalisations on behalf of all employees of the church.

Quantitative research allows the researcher to make generalisable comparisons due to the use of standardised quantitative measures (Terre Blanche *et al* 2006:47; Malina, Nørreklit & Selto 2011:61).

When presenting quantitative information, the researcher of this study first gave a report on the demographic part of the questionnaire. Items such as race, gender, position, age, and period were outlined. These are important as they help distinguish how many participants in the study are male and female, what their respective positions are, their race and the

gthoftime they have been in the church for. After this process, the researcher then prepared the data.

After the preparatory stage, the researcher had a clean database which was used to analyse quantitative data. The research used statistical analysis which enabled to answer the research problem (Wagner *et al*/2012:176). The kind of analysis that was used in this study is univariate analysis because it analysed qualities of one variable at a time (Walliman, 2011:117). Then lastly the researcher presented research findings using tables and graphics.

3.3.2 Qualitative research

Qualitative research is a study whereby the researcher collects data in a written or spoken language format and data is analysed by identifying and grouping themes (Terre Blanche *et al*/2006:47). It is practical research, whereby data is not in the form of numbers (Punch, 1998:4). It aims to understand the processes and even the social and cultural contexts which shape various kinds of behaviours. Its goal is to tell a sound story as it is comprehended through those studies and their experiences (Wagner *et al*/2012:126). Therefore, qualitative research involves a naturalistic approach to its subject, meaning it studies people or things in their natural setting. For example, a qualitative researcher may use observation to study a social phenomenon. This means the researcher will be among those studied and observe as they go about their daily lives. In this study, the researcher used interviews to try to understand and explain how communication is a contributing factor to organisational commitment. Therefore, qualitative research identifies, examines and comprehends patterned behaviour and social practices (Given, 2008:706).

According to Jackson II, Drummond and Camara (2007:21), the primary goal of qualitative research is to understand people's experiences in a humanistic and interpretive manner. This is because it is concerned with how researchers interpret and understand the social world (Mason, 2002:3). This can be achieved through methods of data collection that do not remove data from its natural context, meaning nothing should be taken for granted in a study, everything matters.

One major advantage of qualitative research is that the researcher is closely involved in the search. This means during interviews for example, the researcher in this study

was able to clarify questions that were unclear to participants, unlike when participants must answer questionnaires in the absence of the researcher. This made the data collected to be rich and clearly represented the participants' opinions. Nonetheless, the problem with qualitative research is that they tend to be more lengthy than quantitative. For example, in this study, the researcher collected qualitative data through interviewing twelve employees of the Cenacle of Salvation church and this process was lengthy as the researcher had to sit down with each of the twelve one by one and interview them.

During the interviews, the researcher used a recording device to capture every detail while at the same time jotted down important notes. Then the researcher later listened to the recording and transcribed the data, "transcription is the process whereby recordings of research conversations are returned into textual material (transcripts), which then become typed recordings word-for-word, including important cues such as nods, frowns, smiles, among others. This enabled the researcher to later present the analysed data in a narrative.

To analyse qualitative data in this study, the researcher used thematic analysis which is a "general approach to analysing qualitative data that involves identifying themes or patterns in the data" (Wagner et al 2012:231). At this juncture, when a phenomenon re-occurred repeatedly, it was considered a pattern (Terre Blanche et al/2006:363). The researcher looked out for such patterns. In this study, the pattern that reappeared several times is loyalty because it is more connected to organisational commitment. When presenting these patterns, the researcher used verbatim quotations, meaning the researcher quoted directly what the participants said. All the above processes were quite lengthy, hence the number of participants interviewed were less than those responding to the survey.

3.3.3 Advantages of mixed method research

The reason the researcher used both qualitative and quantitative research is because they both have different kinds of strengths and weaknesses which were used to complement each other. Qualitative research through interviews, enabled the researcher to be deeply involved in the study, issues were studied as they transpired. Through interviews, the researcher was able to give a comprehensive picture and life experiences of those studied, this allowed the researcher to give a subjective stance on the matter. On the other hand, quantitative research col

lected through questionnaires, allowed for the researcher to provide an objective stance, this is because the researcher had to use only logic to conclude findings, that is why statistics were used to analyse data. This means that mixed methods research enabled the researcher to capitalise on the strength of both methods while at the same time it helped to ameliorate on their weaknesses to provide an integrated and comprehensive understanding of the research topic (Halcomb & Hickman 2015:3). These methods are useful in that they enabled the researcher to attain crucial legitimisation goals such as increased transferability (DeLisle, 2011:113).

Mixed methods research helps

increase interpretability and meaningfulness. This is because one method's results can be used to clarify the results of another method (Rodrigues, Correia & Kozak 2016:167). Moreover, using both methods in one study enable the researcher to explore more complex aspects (Malina, Nørreklit & Selto 2011:6). Using mixed methods research allowed the researcher an in-

depth discovery of traditional patterns and practices while at the same time enjoying the benefit of large-scale generalisation (DeLisle, 2011:112). To add to that, the mixed methods research added value to this study by increasing validity of research findings (Mckim, 2017:203).

3.3.4 Disadvantages of mixed method research

However, there are disadvantages of using these methods, one of those is that mixed method research is demanding. While other researchers may use one method and fully concentrate on that method, the researcher of this study had to concentrate and pay attention to the two methods, meaning it became double the job of collecting data and analysing and interpreting it. It is, therefore, important for researchers to be aware of their skills and whether they will be able to handle the demands of using mixed method research (Almalki, 2016:291). Moreover, mixed methods research has a disadvantage of "combining and multiplying threats to validity and trustworthiness" (DeLisle, 2011:110). When using both methods, t

here researcher in this study was at risk of dealing with threats from both methods instead of one.

More than that, mixed methods research is costly and require more resources than using just one kind of research method (Mckim, 2017:202). A researcher may need extra funding and extra space for interviews, he or she may also require extra assistance in collecting and analysing data. The researcher of this study counted these disadvantages by conducting interviews in the church and no extra space was needed. To cut transport costs, the researcher is the one who travelled to the church instead of having employee travel to the place where costs would incur. Population and sampling methods of the study will be discussed next.

3.4 POPULATION AND SAMPLING METHOD

Although the researcher of this study has outlined the research methodologies, those do not work in a vacuum, there must be a population which the researcher will carry out the research on. Every researcher must always identify the that will be studied. Moreover, because it is not always possible for the researcher to collect data from all cases in a study, the researcher will need to select a sample. The following discussion will be on the population and sampling methods.

3.4.1 Population

Population “refer to every individual who fits the criteria (broad or narrow) that the researcher has laid out for research participants” (Given, 2008:644). For example, the population of Lesotho is defined as all people who live in Lesotho, the population of Maseru means all people residing within Maseru. Population refers to the total number of cases that are the subject of the study (Walliman, 2011:94). The population in terms of this study referred to all employees of the Cenacle of Salvation church. Individuals involved in a study are referred to as a unit of analysis (Wagner *et al* 2012:86). In this study, each employee of the church was a unit of analysis. From the population, the researcher had to identify the target population.

3.4.1.1 Target population

The target population refers to the group that the researcher wishes to interact with (Angelopoulos & Barker 2013:459). The Cenacle of Salvation has more than ninety employees, which are the target population. However, since the researcher was not able to interact with each and everyone of them because of various factors beyond the control of the researcher, which included very tight schedules, leaves or lack of interest in taking part in the study among others, the researcher had to select an accessible population within the target population.

3.4.1.2 Accessible population

An accessible population refers to members of the target population who are willing and available to take part in the study (Asiamah, Mensah & Oteng-Abayie 2017:1614). An accessible population of the church were employees whom the researcher had access to communicate with or study, who were willing to take part in the study and who were available. The researcher conducted interviews on twelve employees while the questionnaire was filled out by eighty employees. The reason the researcher of this study chose that sample size is because it was able to represent the target population and because those sizes enabled the feasibility of the study in terms of time and resources.

3.4.2 Sampling methods

From the accessible population, the researcher made use of a sampling method or procedure to select a sample. According to Walliman (2011:95), there are two procedures used to select a sample, and these are probability and non-probability sampling. For the purpose of this study, non-probability sampling was used for both methods. The non-probability sampling methods used were convenience sampling and purposive sampling.

3.4.2.1 Convenience sampling

To select a quantitative sample, the researcher used convenience sampling, research respondents were selected based on their ease of availability (Given, 2008:124). Questionnaires were distributed to respondents who were available and willing to participate. Eighty respondents were given the questionnaire. This sample size enabled the researcher to make generalisations, which is the “extent to which conclusions developed from data collected from a sample can be extended to the population” (Keyton, 2011:123).

3.4.2.2 Purposive Sampling

To select a qualitative sample, the researcher of this study used purposive sampling method, participants were chosen in a specific manner whereby the goal was to target those who are more knowledgeable and were able to give the most relevant data (Yin, 2011:88). Twelve employees were interviewed. This sample size enabled the researcher to collect the most informative data that enabled the researcher to meet the objectives of the study. The next discussion focuses on the characteristics of the population studied.

3.4.3 Characteristics of populations

All populations have certain characteristics, whose advantage is that they help classify populations into certain groups. According to Walliman (2011:95), some are homogenous, meaning, all cases in a study are the same. In this study, employees of the church are homogenous. Others are grouped by type, that is, the distinctive groups they fall under, for example, in the Cenacle of Salvation church, there are Bishops, senior pastors, pastors, pastors' wives and auxiliary pastors. Moreover, others are grouped by location according to where they are based (Walliman 2011:95). In this study, the Bishop is based in Maseru, at the headquarters, senior pastors with their wives are in other districts such as Mafeteng, Leribe, Maputsoe, Thaba-Tseka among others. The pastors and auxiliary pastors assist the Bishop and Senior pastors in their churches.

Other characteristics include simple stratified sampling, which is when cases fall into different layers or distinctive groups and proportional stratified is when the layers or distinctive groups are known (Walliman & Baiche 2001:233). In this case study, the distinctive groups involve salaries of employees of the church which are different and awarded according to their different titles. Moreover, the known proportions might include the percentages of different age groups of employees in the church, in this study, the age ranges from 18 to 55 and above. After discussing in full the population of the study, the next step will be to discuss the data collection methods and techniques.

3.5 DATA COLLECTION METHODS AND TECHNIQUES

The data was collected in this study is primary data. Primary data is data that is collected first-hand from a source instead of data that is already available (Walliman, 2011:69). This data

is not yet known but is to be discovered by the researcher. Research methodologies that were used in the study are survey methods in the form of questionnaires and interviews.

3.5.1 Questionnaires

The reason for using questionnaires in this study is because a questionnaire is “a very flexible tool, that has the advantages of having a structured format, it is easy and convenient for respondents, and is cheap and quick to administer to a large number of cases covering large geographical areas” (Walliman, 2011:97).

The researcher in this study administered the questionnaire to eighty employees of the Cenacle of Salvation church who were available and willing to participate, this was also convenient as the researcher did not need to talk to each of the employees individually. Furthermore, respondents gave truthful responses as each answered in their own privacy and anonymously, this was beneficial in cases where embarrassing questions were asked.

The design of the questionnaires included likert-type questions and demographic questions. A likert-type scale format questionnaire is where respondents show the level to which they agree or disagree with the items. This format allows for closed questions because responses are restricted to the researcher's list of options (Wagner *et al* 2012:108). In this study, a scale of 1-5 was used, (1) being strongly agree, (2) agree, (3) neither agree nor disagree, (4) disagree and (5) strongly disagree. To add to that, demographic questions which were asked at the beginning, demonstrated the verted funnel approach because the researcher asked questions from the general moving to specifics. The questionnaire in this study began with easy demographic items and then moved to more personal items (Wagner *et al* 2012:104).

The researcher administered the questionnaire through a paper-based method, that is, questions were typed and then printed on paper before being delivered to participants. However, before the questionnaire was delivered to participants, it was pre-tested through a pilot study (Walliman, 2011:98). According to Terre Blanche *et al* (2006:94), pilot studies as preparatory studies are usually conducted on small samples to test research

nstruments. The researcher in this study also conducted a pilot study on a small group of employees of the church to test the questionnaire and identify potential problems before administering it to the whole target population. This methodology was suitable to the study as it helped collect quantitative data that helped analyse how communication influenced organisational commitment.

3.5.2 Interviews

Interviews are a “conversational practice where knowledge is produced through the interaction between an interviewer and an interviewee or a group of interviewees” (Given, 2008:470). It is a form of consultation where the researcher seeks to know more of the interviewee’s opinion on a certain issue (Adhabi & Anozie 2017:88). Simply put, interviews are interactive processes where the interviewer asks questions and the interviewee answers them. Through interviews, the researcher collects descriptive qualitative data, moreover, they enable the researcher to see the world through the interviewee’s eyes (Wagner *et al* 2012:133). Through interviews, the researcher gets to know interviewees quite intimately and therefore knew how they felt and thought (Terre Blanche *et al* 2006:297).

Unlike questionnaires where respondents are restricted to the list and require closed answers, interviews allow for the flexibility of participants as questions require open answers. Again, interviews “require probing to obtain adequate information” (Walliman, 2011:99). The researcher conducted interviews on twelve employees who were senior pastors. Participants were chosen in a specific manner whereby the goal was to target those who were more knowledgeable and were able to give the most relevant data. The researcher was also able to correct incorrectly and misinterpreted questions since interviews took place in the researcher’s presence. There are different types of interviews, the three common types of interviews are: structured interviews, semi-structured interviews, unstructured interviews (Adhabi & Anozie 2017:88). The researcher for this study conducted a semi-structured interview, which will be discussed next.

3.5.2.1 Semi-Structured interviews

Semi-

structured interviews are those that facilitate a more flexible approach during the interview process, although an interview schedule where questions are predetermined may be used, these interviews enable unanticipated responses because of the open-ended questions used (Ryan, Coughlan & Cronin 2009:310). In this study's interviews, there were no fixed range of responses and questions did not have to be asked in the same order, therefore, semi-structured interviews are more flexible (Given, 2008:810). Since in this kind of interview there is no consistency in the way questions are asked, the researcher in this study was able to collect more in-depth information from participants who narrated the information according to the way they saw fit. Nonetheless, this does not mean the researcher was not in charge of the interview. The researcher still led the whole process so that the same general data was collected from each participant.

An example of a semi-structured interview is an in-depth interview, this is where participants are free to express themselves and give in-depth information, they do so by taking the interview in a new but related direction and yet the researcher is still in control of the whole process (Given, 2008:422).

The researcher in this study used semi-structured interviews. The researcher formulated an interview schedule or guide, this allowed the researcher to set an agenda and yet still leave room for the participants to answer in a descriptive way (Adhabi & Anozie 2017:89). Like the questionnaire, demographic questions were asked at the beginning, thus the inverted funnel approach was used, this is where by the church's employees were asked questions moving from general questions to specifics (Wagner *et al*/2012:104). In addition, because the interview schedule allowed for open-ended questions, employees of the Cenacle of Salvation church gave answers to questions in their own words, this enabled the researcher to get information on how communication influences organisational commitment in the church in depth.

Interviews were conducted face-to-face, that is, the researchers sat down with employees of the church to share and exchange information. Like the questionnaire, the interview schedule was pre-

tested before its administration to the target population. This methodology was suitable to this study as it assisted in gathering qualitative data that helped explore how communication perspectives influence organisational commitment. The following discussion will be on the pilot study.

3.5.3 Pilot Study

A pilot study is one of the most important stages in any research project (Hassan, Schattner & Mazza 2006:70; Hazzi & Maldaon 2015:53). It is a study that precedes the main study. It is a small investigation to examine the feasibility of research instruments before the main study is conducted (Gumbo 2014:386; Ismail, Kinchin & Edwards 2018:1). It is important for researchers to first conduct a pilot study so that they know beforehand whether the study they intend embarking on is worth spending time and resources on, rather than wait to find out in the middle of the study.

Through a pilot study, the researcher tries all research techniques and methods to see whether they are feasible or not, if they are, then the researcher will encounter no problems during the main study. However, if problems are discovered during the pilot study, then the researcher will be able to modify them accordingly, this will ensure that the main study encounters no problems. Pilot studies are useful in that they help improve the efficiency and the quality of the main study (Hazzi & Maldaon 2015:53; Doody & Doody 2015:1076). Nonetheless, researchers should bear in mind that pilot studies do have some limitations and might not always be successful (Van Teijlingen & Hundley 2001:2). Even though researchers may complete a pilot study successfully, this is not a guarantee that the main study will also be completed successfully. Some problems may only surface during the larger study which did not surface during the pilot study. Apart from that, there might be a confusion when the same people who participated in the pilot study participate in the main study and yet new information is collected from them (Van Teijlingen & Hundley 2001:2). However, these limitations do not surpass the fact that pilot studies are useful and that researchers should always make use of them.

The researcher in this study also conducted a pilot study on the employees of the church. The pilot study tested the feasibility of the research methods that were used in this study. According to Hazzi and Maldaon (2015:53), the pilot sample may be derived from 10-

20% of the main population, therefore, the researcher in this study conducted one interview and administered three questionnaires for pre-testing.

3.6 QUANTITATIVE DATA ANALYSIS

To analyse quantitative data, the researcher used a statistical program which helped determine the mean, median and mode. The researcher in this study used univariate analysis since qualities of one variable were analysed at a time (Walliman, 2011:117), moreover, descriptive statistics in the form of tables and graphics were also used.

Descriptive statistics are a “mathematical summarisation of data” (Given, 2008:209). The researcher took the large amount of data collected through questionnaires, then summarised and converted them mathematically into a few numbers that were easier to interpret and explain. These descriptive statistics were useful to this study as they enhanced legitimacy such as transferability, reliability, among others. This means that the results of this study can be repeated or retested.

The researcher in this study categorised descriptive statistics in two ways; numerically using the three measures of central tendency and graphically through using tables and graphics (as demonstrated in the next chapter).

The central tendency was measured through the mean, median and mode. To get the mean, the researcher summarised all scores and divided that by the number of test scores. To get the median, the researcher calculated the middle score of all achieved scores. Lastly to get the mode, the researcher looked at the most common achievement score (Given, 2008:210).

When analysing quantitative data, firstly the researcher took the raw data, which was the filled questionnaires, and transformed them into an electronic format. Then the researcher continued to prepare data through coding, entering and cleaning.

During the coding process, the researcher transformed information from one form to another. Data from the questionnaire was changed to a numerical format that was understood by the analysing program (Terre Blanche *et al.*, 2006: 189). For instance, when using a Likert type scale in a questionnaire, strongly agree was coded number '1' while strongly disagree was coded number '5'. Here, words were replaced by numbers. The researcher then entered the numerical code into the computer. Rows were labelled according to cases while columns were labelled according to scores on specific variables. The last step of preparing data was the cleaning stage, during coding and entering data, there were errors which were dangerous as they rendered the results of the study as invalid. Therefore, it was of utmost importance that the researcher checks and rechecks the data for errors, of which they were corrected when found to produce valid and conclusive results (Terre Blanche *et al.*, 2006: 192).

Data which the researcher collected was just raw data that reflected little meaning. So, the researcher took that raw data and summarised it through a process referred to as descriptive data in table and graphics with the aim to improve the meaning that could link to it (Trochim, 2006).

3.6.1 Descriptive statistics of demographical data

The biographical data was summarised with tables and graphics. Findings within this table and graphics were presented in Chapter 4.

3.6.2 Descriptive statistics of measuring instrument:

Firstly, the frequency distribution of the research questionnaire was calculated. Due to space constraints this finding was presented in Addendum F. Secondly, descriptive normality statistics of the research questionnaire was conducted using the following methods (Pallant, 2016):

The mean is "the average, calculated by adding together all the scores and then dividing this total by the number of individual scores" (Wagner, Kawulich, & Garner 2012: 271). *Median*: The median is the "mathematical middle between the highest and lowest value" (Walliman, 2011:

117).

Mode: The mode is “the most common, or highest frequency, achievement score” (Given, 2008:210). These three measures of central tendency gave the researcher a general idea of how the numbers are clustered. This enabled the researcher to be able to present research findings in tables and graphs (as seen in Chapter 4).

Standard deviation: Standard deviation is “the averaged distance that scores are from the mean” (Given, 2008:210). When values are more dispersed, then the standard deviation becomes larger. The standard deviation enabled the researcher to see how much each value in the data set deviated from the mean which allowed for a better description that the researcher needed when presenting research findings (as seen in chapter 4).

Skewness: Skewness “is a measure of distributional asymmetry” It describes which side of a distribution has a long tail. If the distribution tail is off to the right, the distribution is positively skewed, if tail is off to the left, it is negatively skewed (Lovric, 2010:1). This enabled the researcher to calculate the degree of asymmetry in the distribution and deduce conclusive results as seen in Chapter 4.

Kurtosis: Kurtosis is the number that measures “the height and sharpness of the peak relative to the rest of the data” High values indicate a higher, sharper peak; low values indicate a lower, less distinct peak (Brown, 2011:8). Through Kurtosis, the researcher of this study was able to determine how scores are concentrated in the distribution which helped present the findings correctly as seen in Chapter 4.

3.6.3 Factor analysis to confirm questionnaire underlying constructs

Factor analysis is “a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables”. The goal of a factor analysis is to reduce the number of variables to explain and interpret the results (DeCoster, 1998:1). The researcher was able to explain and interpret research results using factor analysis as laid out in section 4.4.3.

3.6.4 Reliability analysis of the extracted factors

Reliability analysis was conducted on the extracted factors or scales to ensure they complied with the inferential statistics requirement that they need to yield an internal consistency reliability Cronbach's α of .70 or higher (Pallant 2007:95). The detail on iterative reliability analysis for the sub-scales is reported in (Appendix G)

3.6.5 Normality Tests

The type of statistical method to be used is determined by the normality distribution of the data. The reason is that this is a requirement for some of the statistical tests, for example two-way ANOVA (Pallant, 2007:62). The Kolmogorov-Smirnov test (K-S) and Shapiro-Wilk (S-W) are designed to test normality by comparing the data to a normal distribution using the same mean and standard deviation as the sample (Pallant, 2007:62). Any significant value above 0.5 indicates normality and parametrical inferential statistical methods can be used in the analysis else non-parametrical inferential statistical methods need to be used.

3.6.6 Inferential statistics

As the normality test conducted (see paragraph 4.4.4 below) was significant, the following non-parametrical inferential statistical method was used (Leedy & Ormrod, 2015; Pallant, 2016):

Spearman correlations: Spearman's correlation "measures the strength of association of two variables" (Lani, 2010:1)

Mann-Whitney U test: The non-parametric Mann-Whitney U test was used to test for differences between two independence groups on a continuous measure by comparing mean ranks (Pallant, 2016).

Kruskal-Wallis H Test: The rank-based non-parametric Kruskal-Wallis H Test, as an alternative to ANOVA, was conducted to determine if there are statistically significant differences in the mean rank between two or more groups of an independent variable on a continuous dependent variable (Pallant, 2016).

3.6.7 Reliability and validity

Reliability is the extent to which findings are repeatable (Terre Blanche *et al.* 2006:92). Positivists believe that reality does not change and therefore it is stable, thus, same exact results will occur if the study is reliable. Since the researcher of this study used closed questions questionnaire to collect data, these were easier to analyse in a statistical manner due to their consistency, meaning should the researcher ask the same questions again, same results would still be obtained, therefore, this consistency allowed for results to be reliable. To add to that, these reliable results enabled the researcher to make sound conclusions, which in turn rendered the study valid. According to Walliman (2011:178), validity happens when logic is used to reach conclusions. That says, the conclusion that the researcher reached at the end of this study to say communication is a contributing factor to organisational commitment, that constitutes a logical valid conclusion.

3.7 QUALITATIVE DATA ANALYSIS

To analyse qualitative data, interviews were transcribed. After transcribing, the researcher had to familiarise himself for herself with the transcripts, this was achieved by reading them over and over. This enabled the researcher to know what kind of information was available and where it was found. When the researcher was fully familiar with the data, themes had to be induced by organising data into main themes and subthemes. Then the researcher continued by coding data, "coding is an important step of forming typologies as it facilitates the organisation of copious data" (Walliman & Baiche 2001:262). This is where the researcher identified interesting features and stages and distinguished them with labels. Labels enabled data to be easily identified as the researcher knew what type of data was found where. Labels also helped the researcher organise his or her material in that similar topics were categorised. Then the researcher moved onto the elaboration stage where the researcher checked if data had been categorised well. Also, the researcher closely examined themes and elaborated them until no new information surfaced. Lastly, the researcher assembled the interpretation and double checked if the information was objective and if there were no contradicting points. The

qualitative data collected for this study was analysed with thematic analysis with the support of the QDAminers software program.

3.7.1 Thematic analysis

The thematic analysis consists of a 6-step process that entails the following:

Step 1: Develop an understanding of the data: The data collected with the interviews was transcribed into MS Word documents and uploaded into the QDA software program.

Step 2: Generation of initial codes: The research objectives of the study were used to generate initial coding that forms the base of the analysis.

Step 3: Searching for patterns of meaning: The documents were loaded into a software programme QDAminer. Patterns of meaning were identified and linked to the code. New codes were created for new patterns of meaning that were identified.

Step 4: Reviewing themes: Similar patterns of meaning were grouped into themes.

Step 5: Define and naming themes: These themes were renamed and a thematic map was created.

Step 6: Creation of findings report: The thematic map structure was used to write the findings report. Analysis findings were supported by quotes from the participants (Clarke & Braun, 2013).

3.7.2 Dependability and credibility

Moreover, unlike positivists, interpretivists are of the opinion that reality is not stable and therefore different results will be found each time. They therefore maintain that results are dependable rather than reliable. Dependability occurs when the reader believes that results transpired just as the researcher proposed they would (Terre Blanche *et al*/2006:93). The researcher in this study gave an honest statement of the methods used to collect and analyse data, this promoted dependability because the researcher

narrated in detail the research process in a way that the reader would believe him or her. Furthermore, unlike positivists who believe in validity of research findings, Interpretivists believe in credibility as they maintain that a single reflection of reality does not exist, but research findings can be cogent and believable (Terre Blanche *et al.*, 2006:90). The researcher used peer debriefing whereby other researchers were used to investigate credibility. The next part of this chapter will focus on the ethical issues.

3.8 ETHICAL ISSUES

When dealing with human subjects, it is of utmost importance to comply with ethical issues at each step of the research project (Wagner *et al.* 2012:62), this will help ensure that no harm occurs to the subjects of the study. This research did not involve participants who were under the age of eighteen and those who were vulnerable. Every participant first received a full consent form, read it, understood it and signed it. An informed consent is a document that a person who is about to partake in a study gives his or her consent that she or he understands the proposed procedure he or she will undergo after the researcher has explained all the procedures, terms and conditions, benefits and risks of the research study (Bhupathi & Ravi 2017:73). That means the participants of this study gave their approval to go ahead with the study by signing the consent form. Informed consent ensures that the participant is protected and that his or her dignity and integrity is not compromised in any way (Nnebue, 2010:10). Participants in this study were given enough time to think about whether they want to participate in the study or not. They were also informed that the study is voluntary and that they had a right not to participate or withdraw consent at any stage of the study if they wanted to.

The researcher also protected the identity of the participants by providing full anonymity, that is, their names were not disclosed anywhere. The researcher also ensured that no harm or risk occurred to participants during the research. Participants were not given any monetary compensation, those who took part in the study did so voluntarily. Furthermore, the researcher also signed a declaration statement whereby he or she had agreed to adhere to ethical principles set out in UNISA policy on research ethics. The researcher also got a consent form from the organisation in study for their name to be used in the research. The

erethicalsteptheresearchertookwastoobtainanethicsclearancecertificatefromtheUNISA ResearchEthicsReviewCommittee(URERC).

3.9 APPROVAL OF STUDY

Beforetheresearcherofthisstudystartedcollectingdata, anapprovalfromthemanagementoftheCenacleofSalvationchurch was obtained. Adetailedletterrequestingpermission tostudy, whichhadoutlinedthepurposeoftheresearchwasfirstapprovedbytheresearcher'ssupervisorandthensubmittedtothechurch. A copyoftheapprovalletterfromthechurchisincludedasanappendixinthedissertation. Asmentionedearlier, theresearchersoreceivedaclearencecertificatefromtheUNISA ResearchEthicsReviewCommittee(URERC)whichgaveherpermission tocollectdata. Theotherimportantfactortheresearcherhadtoascertainwasthetimedimension, whichwillbediscussednext.

3.10 TIME DIMENSION

Thestagesofthisresearchaccountforthecross-sectionalnatureofthestudy. AccordingtoDuPlooy(2009:257), across-sectionalstudyisoneinwhichtheexaminationofdataisdoneatasinglepointintime. Thisisdifferentfromlongitudinalstudieswherebydataiscollectedandexaminedoveralongperiodof time(Walliman, 2011:78). Theresearcherofthisstudy collectedandanalyseddataatonepointintime, developmentsoftheresearchwillnotbetracedovertime, thisnatureofstudyissuitableforthisresearchasthis was conducted over a short period of time.

3.11 CHAPTER SUMMARY

Researchmethodologiesdictateshowresearchersmaypracticallystudywhatevertheybelieve canbeknown. Thischaptercommencedbydiscussingmethodologicalorientations, thatis theepistemological, ontologicalandmethodologicalunderpinningsoftheresearchfrom apositivistandinterpretivistpointofview. Thiswasfollowedbyadiscussiononthe measurement of organisational commitment and then

the research design, where the researcher indicated that a mixed methods research design was used, that is, the researcher merged quantitative data and qualitative data in the analysis.

Thereafter, the proposed method of the study, which is the mixed method research was fully discussed, with a presentation of its advantages and disadvantages. Then the chapter moved on to discuss data collection methods and techniques. The researcher used questionnaires to collect quantitative data while interviews were used to collect qualitative data. The proposed questionnaire and interview structure was also outlined. Among the three types of interviews which are structured, semi-structured and unstructured, the researcher indicated that this study made use of semi-structured interviews. Then after the pilot study was discussed. The chapter continued by indicating that research results can be reliable and valid based on a positivist stance and can be dependable and credible based on an interpretivist stance.

Following was a discussion on population and sampling methods. The population, unit of analysis, target population and accessible population of this study were identified. Then the sampling methods were discussed, this study made use of non-probability sampling method. Thereafter the characteristics of populations were mentioned.

There was a discussion on ethical issues, which are very important to heed when dealing with human subjects. After that, there was a brief discussion on the approval of the study. Lastly, the time dimension of the study was mentioned, which was the cross-sectional nature of study since this research was made only at one point in time. The next chapter presents the results of this study.

CHAPTER 4: PRESENTATION OF RESEARCH RESULTS

4.1 INTRODUCTION

In the previous Chapter, the research methodology used in this study was presented. This chapter presents the results of the qualitative and quantitative data collected. The presentation starts with the biographical and demographical data collected with the structured interviews followed by

y qualitative findings analysed thematically.

Secondly the biographical and demographical data collected with the questionnaire will be presented, followed by the data analysis findings of the questionnaire.

The structure interviews were conducted with 12 senior pastors and higher from the church. The paper-based questionnaires were presented to 80 church employees that yielded 55 useable questionnaires at a response rate of 68%.

4.2 DESCRIPTIVE STATISTICS OF PARTICIPANTS

The biographical and demographical data of interview participants will be presented first followed by those that participated in the survey.

4.2.1 Age and position group data of interview participants

Table 4.1: The age, tenure and position groups' data of the interview participants

Age Groups	Tenure Groups	Position		
		Regional Pastor	Senior Pastor	Grand Total
46 Years Old	7 Years		1	1
	8 Years		1	1
47 Years Old	8 Years		1	1
	10 Years	1		1
	9 Years		1	1
48 Years Old	10 Years	1	1	2
	9 Years	1	1	2
49 Years Old	7 Years	1		1
50+ Years Old	10 Years	1		1
	9 Years	1		1
Grand Total		6	6	12

The age and position group findings as presented in Table 4.1 above show that the interview participants are between 46 and 52 years of age. The younger participants held Senior Pastor Positions and the elder participants Regional Pastor Positions. The tenure of the participants is between 7 and 10 years, with the Regional Pastor having the longest tenure. There is howe

ver, one Regional Pastor with only 7 year tenure. Based on this data it is found that there is so merelationship between the person's age and its position.

4.2.2 Biographical and demographical data of survey participants

The biographical and demographical groupings of the Commitment Questionnaire respondents are presented in Table 4.2 below.

Table 4.2: Descriptive statistics of the biographical and demographical grouping of the questionnaire participants

Gender	Frequency	%	Cumulative%
Female	12	21,8	21,8
Male	43	78,2	100,0
Total	55	100,0	
Race	Frequency	%	Cumulative%
Black	55	100,0	100,0
Age	Frequency	%	Cumulative%
18-24 Years	11	20,0	20,0
24-34 Years	26	47,3	67,3
35-44 Years	18	32,7	100,0
Total	55	100,0	
Position	Frequency	%	Cumulative%
Auxiliary Pastor	14	25,5	25,5
Pastor	29	52,7	78,2
Pastors Wife	12	21,8	100,0
Total	55	100,0	
Tenure	Frequency	%	Cumulative%
<1 Year	9	16,4	16,4
1-3 Years	9	16,4	32,7
4-6 Years	19	34,5	67,3
7-9 Years	18	32,7	100,0
Total	55	100,0	
Education	Frequency	%	Cumulative%
High school education	14	25,5	25,5
Some College education	10	18,2	43,6
Tertiary Education	31	56,4	100,0
Total	55	100,0	

The biographical and demographic data of the survey participants as reflected in Table 4.2 reveal that 78.2% of the participants are male and 21.8% are female, and all of them are from the black race group. Of these participants, 32.7% are older than 35 years and 67.3% are younger than 35 years. This seems to be a very young labour force. Those with the position of Auxiliary Pastor or Pastor accounted for 78.2% of the participants and 21.8% pastors' wives. Of these participants, 67.3% had tenure of 6 years or less and 32.7% had tenure between 7 and 9 years. Based on this information it seems that the church exists for about 10 years. Those with college or lower education present 43.7% of the participants, and those with tertiary education 56.4%.

4.3 PRESENTATION OF QUALITATIVE RESULTS

With the view to gain some understanding on the communication and commitment processes within the church as an organisation, face-to-face interviews were conducted with twelve senior and regional pastors. As leaders they play a significant role within the church operations.

4.3.1 Research Questions for the Study

The following research questions were defined for this study:

Research question 1: How does communication in religious institutions influence organisational commitment?

Research question 2: What communication channels do supervisors use to communicate with employees that stimulate organisational commitment?

Research question 3: How do communication strategies play a role in influencing organisational commitment?

4.3.2 The Thematic Map for the study

The data collected was analysed using thematic analysis with the support of a QDA Miner light software program. Based on similarities within the collected data the following thematic map, as presented in Figure 4.1 below, was created that forms the structure of the thematic findings of the study:

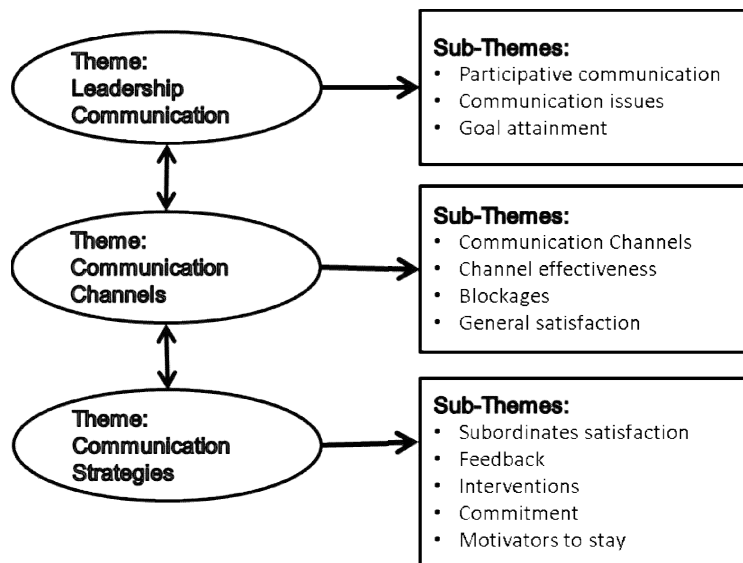


Figure 4.1: Study thematic map for the study

The elements of this thematic map will be used as structure in the theme presentation below.

4.3.3 Theme: Leadership Communication

The thematic analysis revealed Leadership Communication within the organisation as the theme emerges in Table 4.3 below.

Table 4.3: A representation of the Leadership Communication within the organisation them es per research Question 1:

Codes	Category	EmergingTheme
Participationoflowerlevelemployeesinmeetin gs	Participativecommunicatio n	LeadershipCommunicatio n
Pastorshaveavoicetheorganisation		
Membersareinvolvedwithchurchmatters		
Memberssupportthechurch		
Non-involvementofmembers	Communicationissues	
Informationnotshared		
Effectivecommunication	GoalAttainment	
Knowwhatsupposedtodo		

The main theme valued of employees within the organisation is presented in two sub-themes, namely, participative communication, communication issues, and goal attainment.

4.3.3.1 Sub Theme: Participative communication

The participants reported that participative communication is practiced in the church to a certain extent. Some pastors disclosed that senior leadership from time to time engages them in important meetings of the church where they could make suggestions as highlighted by the following statements.

“The Bishop from time to time engages us in important meetings of the church where we have to give our suggestions”-Participant 1.

“The final decision about the issue is handled by senior management who is primarily responsible for the smooth running of the organisation”-Participant 5.

This practice by the Bishop giving the pastors a voice in church matters, even if the suggestions are not accepted. According to the participants, participating in church matters; it makes them feel valued and enhance commitment to the church. This correlates with section 2.4.4 of the literature review where it is stated that in participative leadership organisations,

employees are free to communicate with management, they are not afraid to voice their opinions and those opinions are treated with respect. This makes employees feel that they are part of the organisation, which makes them identify themselves with it and thus make them more committed.

The Bishop is primarily responsible for the effective functioning of the church, for this reason he final decision about the issue at hand is with him.

“Yes, they make me feel valued and make me feel an important part of the church”-

Participant 8.

“Yes, the church does, otherwise it would not be here today if it was a one-man mission”-

Participant 7.

Without participative leadership that involves all church members, it would not be possible to establish an organisation that function effectively. Every church needs the support of its staff to be successful. This supports the sentiments that indeed participative leadership is practiced in the church.

4.3.3.2 SubTheme: Communication issues

Communication is not however smooth sailing as explained by the following statement.

*“The church through the Bishop makes decisions for us, as servants of God, we cannot question anything, we just have to follow suit”-*Participant 9.

This contradictory finding disclosed that sometimes the Bishop makes for some reasons all the decisions on his own and does not practice participative leadership. To apply this style of decision making over a long period is not very effective as it may disengage the church members. Participative leadership is supported in the literature as one of the effective types of leadership whereby both the supervisor and employee make joint decisions and/or share information (Bell & Mjoli 2014: 451). This makes pastors feel that they are part of the organisation, which makes them identify themselves with it and thus make them more committed (Kaselyte & Malukite 2013: 17).

4.3.3.3 SubTheme: Goal attainment

To achieve the church goals effective communication plays a key role. Everybody needs to be informed timely to ensure that they are ready to do what they are responsible for.

“When you have clear information on what you are supposed to do, then you will surely know how to act in order to reach set goals”—Participant 6.

“I am able to align myself with the goals of the church because I am well informed about the church and its goals”—Participant 7.

The participants reported that the pastors confirm that they have clear information on what they are supposed to do, so they know exactly how to act to reach the church's goals. Furthermore, the pastors confirm they can align themselves with the goals of the church, when they are well informed about the church and its goals. This bridges the gap identified in section 2.5.1 on whether effective communication in religious institutions enhances organisational commitment. The fact that employees are able to align themselves with the church's goals shows commitment to the church.

The importance of effective communication in organisations is supported by Hooper (2009:26) that stated that when employees are satisfied with the communication climate of their organisations, they will develop an emotional attachment to it and thereby show an increased continuance commitment to the organisation. One of the factors that may stimulate a good communication climate in the organisation is the communication between supervisors and employees.

4.3.4 Theme: Communication Channels

The thematic analysis revealed Communication Channels within the organisation as the theme emerges in Table 4.4 below.

Table 4.4: A representation of the Communication Channels within the organisation themes per research Question 2.

Codes	Category	EmergingTheme
Face-to-face meetings with subordinates, Phone calls, Weekly meetings, and Newsletters	Types of Communication Channels used	Communication Channels
WhatsApp, Telegram, WeChat, Viber, Email and Messenger		
Communication well established	Channel Effectiveness	
Information can be retrieved at the touch of a button		
Resources to be data	Blockages	
Members do not read messages		
Participants seem happy	General Satisfaction	
Information is readily available and on time		

The main theme communication channels are represented in three sub-themes, namely, communication channels used, channel effectiveness and channel satisfaction.

4.3.4.1 Sub Theme: Communication Channel

The participants reported that there are several communication channels used to transfer messages in the church that include traditional and modern social media channels. The more traditional communication channels used by Supervisors are face-to-face meetings with subordinates, phone calls, sms, weekly meetings, and newsletters. The participants mentioned that in recent years the church started to use the modern social media channels WhatsApp, telegram, WeChat, Viber, Email, and Messenger, that are more convenient and cheaper than some of the old communication channels.

“There are a number of channels used to transfer messages, the most common one is telegram and WhatsApp because they are cheaper, and messages can be transferred to a group rather than calling one by one”-Participant 5.

The social media channels are the most preferred as supervisors mentioned that through them, they can form groups and send messages instantly to all employees and most of them are cheaper than a normal call. Moreover, these channels have enabled communication between employees and supervisors to be satisfactory. In the literature review, section 2.5.2, it

was said that communication between managers and employees correlates strongly to commitment, the researcher aimed to find out if this is the case in a religious institution as the void the study aimed to fill and indeed it can be said that satisfactory communication between manager or supervisors and employees leads to organisational commitment.

4.3.4.2 SubTheme:Channeleffectiveness

These channels are regarded as effective and even efficient because they are clear, and messages are received as intended. With Voxer, all employees can be connected at once while the Bishop speaks, and the employees can even respond.

“No one can complain about these channels as they are clear and very efficient; we never miss any important messages at all”-Participant 2.

It was found that communication channels used in the church are of excellent quality as employees say they are very clear, and they never miss any important message.

Through these channels, messages are never lost or distorted. Communication channels that are well established influence employees to be dedicated in the workplace and become more committed (Arins, 2013:1). This correlates with section 2.5.4 of the literature review which stated that channels of communication can be used to facilitate easy communication between supervisors and employees.

4.3.4.3 SubTheme:Blockages

It was found that sometimes supervisors encounter problems when communicating with employees.

“Some pastors like to complain that they do not have data to receive messages, but that is just a small fraction of the employees”-Participant 8.

Employees put their mobile data off, which means they do not get messages sent via communication channels that require the use of data, and then supervisors must call them to check their messages. Other finding is data related where employees complained that they do not have data and therefore cannot receive messages. When there are blockages in any organisatio

n, communication is not smooth. This means that messages may be leaked, misinterpreted, or delayed, which will cause communication in the organisation to be ineffective. This, therefore, means that blockages in the communication channels must be avoided for messages to be delivered correctly (Arins, 2013:14). In the literature review, section 2.6.1.3, it was said that excellent media quality leads to excellent informal horizontal communication in the workplace, these blockages therefore hinder excellent media quality in the church.

4.3.4.4 SubTheme: General satisfaction

It was found that majority of the participants are satisfied with the communication channels used by the church as they all receive their messages on time.

“I know I speak for all when I say they are highly satisfied; they all get their messages on time” – Participant 1.

“These days’ people are always online; I believe all are satisfied with these channels as they do not disrupt them in anyway” – Participant 7.

The added advantage about these channels used in the church is because these days’ people are always online; it is very easy to get information to them. As mentioned in the literature review section 2.5.4, channels are all the means for the creation and acceptance of a message, in the case of the church, employees are satisfied with the online channels used because it is easy to get information as they are always online.

4.3.5 Theme: Communication strategies

The thematic analysis revealed communication strategies within the organisation as the theme emerges in Table 4.5 below.

Table 4.5: A representation of the communication strategies within the organisation to answer research Question 3.

Codes	Category	EmergingTheme
Communicationchannels	Subordinates'satisfaction	Communicationstrategies
Workingrelationship		
WeeklyMeetings	Feedback	
Constructivefeedbackontheirwork		
one-on-onesessions	Interventions	
Teambuildingsessions		
Makesthemtoneverfeellost	Commitment	
Pastorsfeeltheyareapartoftheorganisation		
Theycannotletthechurchdown	Motivatorstostay	
Someeconomicbenefits		

The main theme communication strategies within the organisation is presented in five sub-themes, namely, Subordinates' level of satisfaction with communication, Feedback, Interventions, Commitment and Motivation to stay.

4.3.5.1 Sub Theme: Subordinates' satisfaction

It was found that subordinates' level of satisfaction with the communication channels used to convey important organisational messages in the church is high as confirmed with the next statement.

"It is satisfactory, I have a telegram group with those pastors that fall directly under me, so I can safely say communication between me and them is satisfactory"—Participant 10.

"I can boldly say it is satisfactory as I always communicate with them regarding their work and whatever they need to know. Plus, I have made them aware that my office is always open whenever they need to talk"—Participant 4.

These two statements are supported by all the participants that confirm that supervisors and subordinates have a good working relationship, they keep in touch as much as possible regarding work-related issues. Subordinates know that supervisor's offices are open for them when

ever they want to talk. Even though few subordinates have said they prefer calls and SMS because they do not cost them when they receive messages, majority are happy with the use of WhatsApp and other channels used.

4.3.5.2 SubTheme: Feedback

Participants indicated that supervisors in the Church understand the impact the value of feedback had on their subordinates. Every week they hold a weekly meeting with all employees where their work is discussed.

“We give them constructive feedback on their work so that they know where to improve and where to do better”—Participant 3.

Apart from that, they make time to talk to everyone of them, give them constructive feedback on their work and advise them to improve where they should. This feedback has become so constructive that all employees are always abreast with what happens in the church, what they have to do next, this makes employees not to feel lost. As indicated in section 2.6.1.8 of the literature review, when employees do not receive feedback about their work, they get lost and eventually lose interest. Employees who receive positive feedback about their work are more likely to be committed than those who do not (Steffens, Fonseca, Ryan, Rink, Stoker & Pieterse, 2018:1).

4.3.5.3 SubTheme: Interventions

It was reported by the participants that the church, held from time to time communication interventions with the aim to motivate and enhance employee commitment.

“There are interventions, we have one-on-ones sessions in the church, we hold staff parties and games, and sometimes we have sports for staff, so that it is not always about work. We also hold workshops for the employees”—Participant 4.

These include one-on-ones sessions where the Bishop or supervisor hold these sessions with employees, to know whether they are coping and how they can help them. Apart from that, there are newsletters

which help motivate employees because they keep them updated about the activities of the church, these newsletters correlate with section 2.6.1.2 of the literature review which mentioned that for employees to be personally integrated into the organisation, they should first receive information about their work and everything that goes along with it, that can be achieved through the use of newsletters among other many means. More than that, there are workshops held in the church for employees to keep them abreast about everything that happens in the church.

Team building sessions in organisations are great for building team spirit and it helps to enhance commitment and motivation to stay. There are several issues that motivate employee's commitment to the organisation, these include among others, training and career development opportunities (Chew & Chan, 2008:4).

4.3.5.4 SubTheme: Commitment

The communication use by the church makes pastors feel committed because they always know on time what they must do, moreover, as mentioned in section 2.5.1 of the literature review, this kind of communication makes work to not be boring as employees know what is the next step. All these provide the thrill and high desire to commit to the organisation because they are always informed, and this therefore makes them to never feel lost as reflected in the following statement:

“There is nothing as bad as feeling lost or side-line in your workplace, here I don't, I am always informed and therefore it makes me committed. Communication in the church boosts my commitment to it” –Participant 7.

This not only boosts their commitment but also their performance as their commitment helps them to carry out their work successfully and to be proactive. The pastors feel they are a part of the organisation which boosts their commitment to the church. Another reason the pastors are committed to the church is because they regard the church as the only place where they can carry out their calling.

“This is the only place where I will carry out my calling, so I have to be committed. We all have different callings, mine is to serve as a Pastor and this is what stimulates my loyalty to the church”—Participant 7.

“Because I value and honour my calling, I also work very hard, so I can say it makes me to perform very well in my job”—Participant 9.

The love they have for saving souls and helping people helps them commit. It was found that the pastors' commitment to the church influences their performance positively. This correlates to what was said in section 2.4.2 of the literature review that there is a positive relationship between organisational commitment and employees' job performance. This says to the researcher that employees who are more committed to the organisation will inevitably strive to perform well, their commitment pushes them to work hard. It makes them perform to the best of their ability, and it also drives them to do better. Others' performance is boosted by the fact that they view their commitment as service to God and therefore work hard to honour their calling. The participants reported that pastors from the church feel valued. They describe the church as the place where they can talk about their problems freely and they know they will be helped.

“Not only valued, but also that I belong and cared for, because really no one makes time for someone they do not value or care for”—Participant 2.

“The church understands that before you care for the lost outside, start with yours inside. Otherwise the lost cannot save the lost”—Participant 5.

An organisation may strengthen employee organisational commitment through demonstrating to employees that they are valued and cared for (Ammari, Kurdi, Alshurideh, Obeidat, Hussien & Alrowwd 2017:114)

4.3.5.5 SubTheme: Motivation to stay

A question that arises is what motivates employees to stay with the church. It was found that pastors are motivated to stay in the organisation because they feel they cannot let the church down after it entrusted them with such a huge responsibility. Moreover, they view working in the

hurch as an opportunity to serve which they said some people do not have this opportunity. Another mentioned that the zeal for the love of God and the love for taking care of lost souls and helpless people motivate them to stay. This sentiment is reflected in the following statement.

“If you worked here, you would see that the church for us is no longer a working place but our home. The love and care we receive here really makes one to be motivated”.—Participant 1

“I can say this church has been there for me during my darkest days when no one was there, I owe my life and loyalty to it”—Participant 4.

There are some economic benefits that motivate the stay with the organisation as it was found that some pastors are motivated to stay for personal benefits because jobs are scarce.

“As we well know that jobs are very scarce out there, I believe one has to value their job since there are people who do not have them who wish to but cannot. This is exactly what motivates me to be committed”—Participant 8.

This participant in contact with the reality that one needs resources to stay committed to a course.

This finding is supported in the literature in section 2.2.3 as employees in continuance commitment stay in the organisation not because they want to but because they need to (Wolowska, 2014:130).

4.3.6 Qualitative Conclusion

It was found that the church used primary participative leadership. The employees are motivated to stay as this is a calling from a higher authority as the love of God and the love for taking care of lost souls and helpless people motivate them to stay. Communication plays a key role in achieving the goals of the church, it is sure that the pastors can align themselves with the goals of the church because they are well informed about the church and its goals. It also enhances their commitment to the church as the only place where they can carry out their calling.

Different communication channels are used within the church. The primary communication channels used are social media related, and these are WhatsApp, Telegram, Wechat, Voxer, emails and messenger. The primary reason is that they are more convenient and cheap to use than the traditional ones like phone calls. They are also very effective. The only problem with them is when employees run out of data or switch their mobile data off to save data. It was found that employees are in general satisfied with the church and feel valued and cared for. This high employee satisfaction is achieved with effective feedback.

4.4 PRESENTATION OF QUANTITATIVE RESULTS

In this section the findings of the quantitative analysis will be presented. The results will be presented in the following sequence:

- (a) Frequency distribution for Questionnaires, (b) Descriptive statistics Questionnaires, (c) Factor analysis of commitment Questionnaire, (d) Reliability analysis of the 4 extracted factors, (e) Normality test conducted and (f) Results of Research Hypothesis Tested.

4.4.1 Frequency statistics of the Commitment Questionnaire

The frequency distribution for the Commitment Questionnaire is presented in Addendum F.

4.4.2 Descriptive statistics of the Commitment Questionnaire

The Commitment Questionnaire consists of five sub-scales that measure Affective Commitment, Continuance Commitment, Normative Commitment, Measurement of Assess Factors, and Assess Communication Strategies. Respondents were asked to indicate their level of agreement with different items using a five-point Likert scale (1 to 5) where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The normal distribution parameters, the mean, mode, and standard deviation will be used to describe the data distribution of these selected questions. The descriptive statistics of the Commitment Questionnaire sub-scales is reflected in the section below.

4.4.2.1 Affective Commitment Scale (ACS)

The descriptive statistics of the Affective Commitment Sub-scale (ACS) is reflected in Table 4.6 below.

Table 4.6: Descriptive statistics of the Affective Commitment Sub-scale (ACS) ($n=55$)

	N	Mean(\bar{X})	Median	Mode(Mo)	Std.(SD)	Skew	Kurt
2.1 I do not mind working here for the rest of my career	55	3,0	4,0	4	1,56	-0,15	-1,62
2.2 This institution means a lot to me	55	3,9	4,0	4	1,03	-1,73	2,97
2.3 I always feel I am a part of this church	55	3,8	4,0	4	1,13	-1,40	1,49
2.4 I do feel I belong in this church	55	4,1	4,0	4	1,06	-1,27	1,21
2.5 I do feel emotionally attached to this church	55	4,0	4,0	4	1,11	-1,21	0,72

Respondents were asked to indicate their level of agreement with different items in the questionnaire using a five-

point Likert scale of 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. As reflected in Table 4.6 the mean score for the items of the Affective Commitment Scale in the range neutral to agree (3–

4). The two questions with the highest mean scores are Question 2.4 “I do feel I belong in this church” ($\bar{X}=4.1$, $Mo=4$) and Question 2.5 “I do feel emotionally attached to this church” ($\bar{X}=4.0$, $Mo=4$).

Affective commitment has to do with the emotional attachment an employee has toward the organisation (Karim & Noor 2006:89). Based on the Affective Commitment Scale items mean scores above the respondents have a strong Affective Commitment toward the church.

This aligns with what the literature review stated in section 2.2.3 that the emotional attachment makes employees stay because they want to, as seen with the above two questions with the highest mean scores.

4.4.2.2 Continuance Commitment Scale (CCS)

The descriptive statistics of the Continuance Commitment Sub-scale (CCS) is reflected in Table 4.7 below.

Table 4.7: Descriptive statistics of the Continuance Commitment Sub-scale (CCS) ($n=55$)

	N	Mean(\bar{X})	Median	Mode(Mo)	Std.(S D)	Skew	Kurt
3.1. Leaving this job would cost me	55	3,6	4,0	5	1,32	-0,53	-1,12
3.2. I remain in this job because of limited options to go elsewhere	55	3,5	4,0	5	1,40	-0,37	-1,32
3.3. Given better opportunities, I can abandon this job immediately	55	3,7	4,0	5	1,50	-0,67	-1,10
3.4. Staying in this job is a matter of a need not want	55	3,5	4,0	5	1,41	-0,45	-1,23
3.5. I stay because of the economic benefits	55	3,5	4,0	5	1,39	-0,43	-1,21

Respondents were asked to indicate their level of agreement with different items in the questionnaire using a five-

point Likert scale of 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. As reflected in Table 4.7 the mean score for the items of the Continuance Commitment Scale in the range neutral to agree (3.5–

3.7). The two questions with the highest mean scores are Question 3.3 “*Given better opportunities, I can abandon this job immediately*” ($\bar{x}=3.7, Mo=5$) and Question 3.1 “*Leaving this job would cost me*” ($\bar{x}=3.6, Mo=5$).

Continuance commitment has to do with the realisation of costs associated with abandoning the organisation (Wolowska, 2014:130). Based on the Continuance Commitment Scale item mean scores above the respondents have a strong Continuance Commitment toward the church. This aligns with what the literature review stated in section 2.2.3 that employees stay in the organisation not because they want to but because of need, this is evident through the above two questions with the highest score, some employees said given better opportunities, they can abandon the job immediately, while others said leaving the job would cost them.

4.4.2.3 Normative Commitment Scale (NCS)

The descriptive statistics of the Normative Commitment Sub-scale (NCS) is reflected in Table 4.8 below.

Table 4.8: Descriptive statistics of the Normative Commitment Sub-scale (NCS) ($n=55$)

	N	Mean(\bar{X})	Median	Mode(Mo)	Std.(SD)	Skew	Kurt
4.1. I stay in this job because it is morally right to do so	55	3,0	3,0	4	1,48	-0,01	-1,52
4.2. Leaving this job would make me feel guilty	55	2,9	3,0	4	1,47	0,02	-1,50
4.3. This church deserves my loyalty	55	3,0	3,0	4	1,48	-0,06	-1,51
4.4. I have a strong sense of obligation to this institution	55	3,0	3,0	4	1,49	-0,03	-1,51
4.5. I feel I need to repay this church through my loyalty to it	55	3,0	3,0	4	1,46	-0,12	-1,45

Respondents were asked to indicate their level of agreement with different items in the questionnaire using a five-point Likert scale of 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. As reflected in Table 4.8 the mean score for the items of the Normative Commitment Scale is neutral. The Mode, that indicates the set of numbers that occur most often in a dataset (Pallant, 2016), are 4. The two questions selected mean scores are Question 4.3 “*This church deserves my loyalty*” ($\bar{X}=3.0, Mo=4$) and Question 4.5 “*I feel I need to repay this church through my loyalty to it*” ($\bar{X}=3.0, Mo=4$).

Normative commitment develops due to feelings of obligations which are based on the norms and personal values of employees (Karim & Noor 2006:91). Employees in this regard remain in the organisations simply because they believe they ought to, they are driven by “a sense of debt owed to superior, a coworker or the company” (Ghosh & Swamy 2014:6). Based on the scores of the Normative Commitment items above the respondents have in general a Normative Commitment towards the church and their personal calling. In alignment with section 2.2.3, employees in this regard stay because they feel it is morally right to do so, as the above results indicated, some indicated that they feel the need to repay the church through their loyalty while others said the church deserves their loyalty, meaning they stay driven by a sense of debt owed to the church.

4.4.2.4 Measurement of Organisational Commitment

The descriptive statistics of the measurement of Assess Factors Sub-scale is reflected in Table 4.9 below.

Table 4.9: Descriptive statistics of the Organisational Commitment Scale ($n=55$)

	N	Mean (\bar{X})	Median	Mode (Mo)	Std. (SD)	Skew	Kurt
5.1. I am loyal to the church	55	3,9	4,0	4	1,08	-0,96	0,37
5.2. The atmosphere in the church increases my job performance	55	4,0	4,0	4	1,00	-1,08	0,76
5.3. I am highly motivated	55	4,3	5,0	5	0,96	-1,71	2,76
5.4. I am satisfied with the participative leadership practice in the church	55	3,9	4,0	4	1,06	-0,86	-0,06
5.5. The work environment in the church increases my commitment	55	3,9	4,0	4	1,02	-1,06	0,59
5.6. Job security in the church increases my commitment	55	3,4	4,0	4	1,43	-0,44	-1,22
5.7. I am satisfied with the salary I receive	55	2,9	3,0	1	1,58	0,01	-1,59
5.8. I am satisfied with the contribution I make towards decisions made in the church	55	3,8	4,0	4	1,14	-1,03	0,36

Respondents were asked to indicate their level of agreement with different items in the questionnaire using a five-point Likert scale of 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. As reflected in Table 4.9 the mean score for the items of the Organisational Commitment Scale is neutral. The Mode, that indicates the set of numbers that occur most often in a dataset (Pallant, 2016), are 4. The two questions selected mean scores are Question 5.3 “*I am highly motivated*” ($\bar{x}=4.3$, $Mo=5$) and Question 5.2 “*The atmosphere in the church increases my job performance*” ($\bar{x}=4.0$, $Mo=4$). Question 5.7 “*I am satisfied with the salary I receive*” ($\bar{x}=2.9$, $Mo=1$) received the lowest score as nobody is ever satisfied with salary one receives.

Based on the scores of the Organisational Commitment items above, the respondents display a strong Organisational Commitment towards the church. This is in alignment with the literature review, section 2.4.3, where it was said that work motivation, which can be achieved through communication, is related to organisational commitment. This was proved by question 5.3 where majority of employees indicated that they are highly motivated. Moreover, in section 2.4.2, some authors were of the opinion that organisational commitment is related to job satisfaction while others said it was not, but rather commitment to supervisors is a stimulus to performance. In this study, it is discovered that the atmosphere in the church increases employee job performance, hence it received the second highest mean score.

4.4.2.5 Measurement to Communication Satisfaction

The descriptive statistics of the Communication Satisfaction Scale is reflected in Table 4.10 below.

Table 4.10: Descriptive statistics of the Communication Satisfaction Scale ($n=55$)

	N	Mean(\bar{X})	Median	Mode(Mo)	Std. (SD)	Skewness	Kurtosis
6.1 The communication climate in the church makes me to freely express my views	55	3,8	4,0	4	1,12	-0,96	0,04
6.2 Communication about the entire organisational integration, that is personal and cross-functional integration contributes to my commitment	55	3,8	4,0	4	1,08	-1,02	0,39
6.3 Communication media in the church adds to my commitment	55	3,8	4,0	4	1,12	-0,98	0,15
6.4 The informal horizontal communication in the church enhances my commitment	55	3,8	4,0	4	1,18	-0,93	-0,25
6.5 Information shared about the entire organisation makes me to be committed	55	3,9	4,0	4	1,13	-1,02	0,24
6.6 Communication channels between me and my supervisor motivates me to be committed	55	3,9	4,0	4	1,11	-1,02	0,31
6.7 Communication between my colleagues and encourages me to be committed to the church.	55	3,9	4,0	4	1,10	-1,12	0,60

	N	Mean(\bar{X})	Median	Mode(Mo)	Std. (SD)	Skewness	Kurtosis
6.8 The personal feedback I get from my supervisors contributes to my commitment in the church.	55	3,9	4,0	4	1,08	-1,14	0,66
6.9 Newsletters used to keep us abreast encourage my loyalty to the church	55	3,9	4,0	4	1,07	-1,17	0,86
6.10 One on one meetings help make me feel valued in the church	55	4,0	4,0	4	1,08	-1,24	0,98
6.11 Communication workshop held for employees on how to deal with employee burnout makes me feel an important part of the church	55	3,9	4,0	4	1,11	-1,08	0,42

Respondents were asked to indicate their level of agreement with different items in the questionnaire using a five-point Likert scale of 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. As reflected in Table 4.10 the mean score for the items of the Communication Satisfaction Scale is skewed towards agree. The Mode, that indicates the set of numbers that occur most often in a dataset (Pallant, 2016), are 4. The two questions selected mean scores are Question 6.10 “*One on one meetings help make me feel valued in the church*” ($\bar{x}=4.0, Mo=4$) and Question 6.5 “*Information shared about the entire organisation makes me to be committed*” ($\bar{x}=3.9, Mo=4$). Based on the scores of the Communication Satisfaction items above the respondents are satisfied with the church’s internal organisational communication. In the literature review, section 2.5.2.1, it was said that there are many benefits that organisations can reap from good internal communication, these include among others, organisational commitment, increased productivity, less strikes, less absenteeism and high levels of innovation. If then employees are satisfied with the church’s internal communication, then it will reap these benefits mentioned.

The structure of this questionnaire was investigated with a factor analysis as presented in the next section.

4.4.3 Factor analysis Commitment Questionnaire

Suitability of the inter-correlation matrix for factor analysis was confirmed with KMO, which measured .71 i.e. above the recommended value of .6 (Hair et al., 1998). Bartlett's Test of Sphericity Chi-square value was statistically significant ($\chi^2(561) = 3907.25; p \leq .001$), therefore indicating the appropriateness of the data for factor analysis.

Four factors that obtained about 86.18% of the variance in the factor space were postulated according to Kaiser's (1970) criterion and extracted by means of Principal Axis Factoring. The Eigenvalues of the unreduced item inter-correlation matrix are given in Table F.2, Annexure M.

The rotated and sorted factor matrix was rotated and sorted by means of a varimax rotation, as reflected in Table F.3, Annexure M). Four distinct factors (Affective Commitment, Continuance Commitment, Normative Commitment, and Communication Satisfaction) were extracted.

The results obtained from the iterative reliability analysis of the extracted factors are as follows: Factor 1, Affective Commitment (measured by eight items), yielded a Cronbach Alpha of .90, indicating an acceptable reliability (see Table M.4 in Annexure M). Factor 2, Continuance Commitment (measured by seven items), yielded an acceptable Cronbach Alpha of .79 (see Table M.5 in Annexure M). Factor 3, Normative Commitment (measured by five items), yielded a Cronbach Alpha of .70, indicating an acceptable reliability (see Table M.6 in Annexure M). Factor 4, Communication Satisfaction (measured by five items), yielded a Cronbach Alpha of .70, indicating an acceptable reliability (see Table M.6 in Annexure M). There were some cross-loadings between items of the sub-scales depersonalisation and emotional exhaustion.

4.4.4 Reliability analysis of the sub-scales

The measurement accuracy is a function of two things: (a) the extent to which the items measure what it sets out to measure (define as validity), and (b) the precision with which the variable are measured (define as reliability) (Malhotra, 2010; Blumberg et al., 2011: 344). A summary of the factor analysis procedure and iterative reliability analysis results is presented in Table 4.11 below.

Table 4.11: Summary of the factor analysis and iterative reliability analysis procedure

Item per dimension	Cronbach's Alpha if Item Deleted	Dimension reliability
2.2 This institution means a lot to me	,936	Affective Commitment Cronbach's Alpha 0,93
2.3 I always feel I am a part of this church	,905	
2.4 I do not feel I like to belong in this church	,905	
2.5 I do not feel emotionally attached to this church	,912	
	Cronbach's Alpha if Item Deleted	
3.1 Leaving this job would cost me	,926	Continuance Commitment Cronbach's Alpha 0,92
3.2 I remain in this job because of limited options to go elsewhere	,891	
3.3 Given better opportunities, I can abandon this job immediately	,936	
3.4 Staying in this job is a matter of need not want	,881	
3.5 I stay because of the economic benefits	,876	
	Cronbach's Alpha if Item Deleted	
4.1 I stay in this job because it is morally right to do so	,961	Normative Commitment Cronbach's Alpha 0,96
4.2 Leaving this job would make me feel guilty	,958	
4.3 This church deserves my loyalty	,958	
4.4 I have a strong sense of obligation to this institution	,958	
4.5 I feel I need to repay this church through my loyalty to it	,961	
2.1 I do not mind working here for the rest of my career	,971	
5.6 Job security in the church increases my commitment	,970	
5.7 I am satisfied with the salary I receive	,967	
	Cronbach's Alpha if Item Deleted	
6.1 The communication climate in the church makes me feel free to express my views	,989	Communication Satisfaction Cronbach's Alpha 0,99
6.2 Communication about the entire organisational integration, that is personal and cross-functional integration, contributes to my commitment	,989	

6.3 Communication media in the church add to my commitment	,989
6.4 The informal horizontal communication in the church enhances my commitment	,990
6.5 Information shared about the entire organisation makes me to be committed	,989
6.6 Communication channels between me and my supervisor motivates me to be committed	,989
6.7 Communication between my colleagues and encourages me to be committed to the church.	,989
6.8 The personal feedback I get from my supervisors contribute to my commitment in the church.	,989
6.9 Newsletters used to keep us abreast encourage my loyalty to the church	,989
6.10 One on one meetings help make me feel valued in the church	,989
6.11 Communication workshop held for employees on how to deal with employee burnout makes me feel an important part of the church	,989
5.3. I am highly motivated	,991
5.8 I am satisfied with the contribution I make towards decisions made in the church	,990
5.2. The atmosphere in the church increases my job performance	,990
5.5. The work environment in the church increases my commitment	,990
5.4. I am satisfied with the participative leadership practice in the church	,990
5.1. I am loyal to the church	,990

As reflected in Table 4.11 the results obtained from the iterative item reliability analysis of the four scales yielded the following Cronbach Alphas. Affective Commitment Cronbach's Alpha 0,93; Continuance Commitment Cronbach's Alpha 0,92; Normative Commitment Cronbach's Alpha 0,96 and Communication Satisfaction Cronbach's Alpha 0,99 indicating acceptable internal consistency reliability (Pallant, 2016).

4.4.5 Normality test

Normality test was conducted to determine if the data collected with the questionnaire was drawn from normally distributed data. The reason is that this is a requirement for some of the statistical tests, for example two-way ANOVA (Pallant, 2007:62). The Kolmogorov-Smirnov test (K-S) and Shapiro-Wilk (S-

W) was used that are designed to test normality by comparing the data to a normal distribution using the same mean and standard deviation as the sample (Pallant, 2007:62).

Any significant value above 0.5 indicates normality and parametrical inferential statistical methods can be used in the analysis.

Table 4.12: Commitment Questionnaire normality tests results ($n=55$)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>
Continuance Commitment Scale	,190	55	,000	,883	55	,000
Affective Commitment Scale	,254	55	,000	,797	55	,000
Normative Commitment Scale	,209	55	,000	,879	55	,000
Communication Satisfaction Scale	,317	55	,000	,807	55	,000

a. Lilliefors Significance Correction

As presented in Table 4.12 above, non-significant results of the Kolmogorov-Smirnov test ($Sig. > 0.05$) for all the scales suggests a violation of the assumption of normality and that non-parametrical inferential statistical methods need to be used in the data analysis (Pallant, 2007:62). The results of the inferential statistical calculations were conducted on the data collected from the survey are presented in the next section.

4.5 RESULTS OF RESEARCH HYPOTHESIS TESTED

Inferential statistical calculations were conducted on the data collected with the Commitment Questionnaire with the aim to make inferences and predictions about the church population (Leedy & Ormrod, 2015). In the next section the findings of the inferential statistical calculation will be presented.

4.5.1 Inter-correlations between sub-scales

A non-parametric measure the Spearman rank correlations were conducted to assess how well the

association between two variables can be described using a monotonic function (Pallant, 2016). The direction of the association between two variables can be positive (the scores of the variables move in the same direction) or negative (the scores of the variables move in the opposite direction). The association between the four variables as presented in Table 4.13 below.

Table 4.13: Inter-correlations matrix (Spearman rank correlations) ($n=55$)

	Continuance Commitment	Affective Commitment	Normative Commitment	Communication Satisfaction
Continuance Commitment	1			
Affective Commitment	-.388**	1		
Normative Commitment	-.499**	.614**	1	
Communication Satisfaction	-.452**	.683**	.713**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

Continuance commitment has to do with the realisation of costs associated with abandoning the organisation (Wolowska, 2014:130). *Affective commitment* has to do with the emotional attachment an employee has toward the organisation (Karim & Noor, 2006:89). *Normative commitment* develops due to feelings of obligations which are based on the norms and personal values of employees (Karim & Noor, 2006:91). Employees in this regard remain in the organisations simply because they believe they ought to, they are driven by “a sense of debt toward superior, a co-worker or the company” (Ghosh & Swamy, 2014:6).

The results of the inter-correlations matrix will be used in the hypothesis testing below.

4.5.2 Hypothesis H1: Association between Affective Commitment and Continuance Commitment

H_{01} : There is no association between Affective Commitment and Continuance Commitment.

As reflected in Table 4.7 above there is a negative statistically significant association between Affective Commitment and Continuance Commitment ($r(n=55; p=0.01) = -0.388$).

Finding: Based on the above evidence the null hypothesis is rejected and the alternative hypothesis is accepted that stated that there is an association between Affective Commitment and Continuance Commitment.

4.5.3 Hypothesis H2: Association between Normative Commitment and Continuance Commitment

H₀₂: There is no association between Normative Commitment and Continuance Commitment.

As reflected in Table 4.7 above there is a negative statistically significant association between Normative Commitment and Continuance Commitment ($r(n=55; p=0.01) = -0.499$).

Finding: Based on the above evidence the null hypothesis is rejected and the alternative hypothesis is accepted that stated that there is an association between Normative Commitment and Continuance Commitment.

4.5.4 Hypothesis H3: Association between Communication Satisfaction and Continuance Commitment

H₀₃: There is no association between Communication Satisfaction and Continuance Commitment.

As reflected in Table 4.7 above there is a negative statistically significant association between Communication Satisfaction and Continuance Commitment ($r(n=55; p=0.01) = -0.452$).

Finding: Based on the above evidence the null hypothesis is rejected and the alternative hypothesis is accepted that stated that there is an association between Communication Satisfaction and Continuance Commitment.

4.5.5 Hypothesis H4: Communication Satisfaction means score comparisons for Gender groups

H₀₄: All gender groups have an equal Communication Satisfaction means score on average.

A Mann-

Whitney U Test revealed there is no statistically significant difference in Communication Sati

satisfaction levels of gender groups where females ($meanrank=27.6, n=12$) and males ($Meanrank=28.1, n=43$), $U=253,000, z=-0.110, p=0.91$).

Finding: Based on the results gender does not play a role of how the respondents perceived Communication Satisfaction. Based on this evidence the null hypothesis is accepted.

4.5.6 Hypothesis H5: Affective Commitment means core comparisons for Gender groups

H_{05} : All gender groups have an equal Affective Commitment means core on average.

A Mann-

Whitney U Test revealed there is no statistically significant difference in Affective Commitment level of gender groups where females ($Meanrank=22.3, n=12$) and males ($Meanrank=29.5, n=43$), $U=190,000, z=-1.480, p=0.139$).

Finding: Based on the results gender does not play a role of how the respondents perceived Affective Commitment. Based on this evidence the null hypothesis is accepted.

4.5.7 Hypothesis H6: Continuance Commitment means core comparisons for Gender groups

H_{06} : All gender groups have an equal Continuance Commitment means core on average.

A Mann-

Whitney U Test revealed there is no statistically significant difference in Continuance Commitment level of gender groups where females ($Meanrank=28.1, n=12$) and males ($Meanrank=27.5, n=43$), $U=251,500, z=-0.136, p=0.89$).

Finding: Based on the results gender does not play a role of how the respondents perceived Continuance Commitment. Based on this evidence the null hypothesis is accepted.

4.5.8 Hypothesis H7 Normative Commitment means core comparisons for Gender groups

H_{07} : All gender groups have an equal Normative Commitment means core on average.

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Whitney U Test revealed there is no statistically significant difference in Normative Commitment level of gender groups where females ($Meanrank=26.8, n=12$) and males ($Meanrank=28.4, n=43$), $U=243,000, z=-0.314, p=0.75$).

Finding: Based on the results gender does not play a role of how the respondents perceived Normative Commitment. Based on this evidence the null hypothesis is accepted.

4.5.9 Hypothesis H8: Communication Satisfaction means score comparisons for Age groups

H_{08} : All age groups have an equal Communication Satisfaction mean score on average.

Anon-parametric test the Kruskal-Wallis H-

Test, as an alternative for ANOVA, was conducted to explore the impact of categories of age group upon *Communication Satisfaction*. Respondents were regrouped into three categories of age groups according to their age as follows (Group 1; 18-24 years old, $n=11$), (Group 2; 24-34 years old, $n=26$), (Group 3; 35-44 years old, $n=18$).

A Kruskal-

Wallis Test revealed there is a statistically significant difference in *Communication Satisfaction* level of participants across three different categories of age groups $X^2(2, N=55)=74.31, p=.024$. A total of 1 of the possible 3 comparisons of categories of age groups differs significantly. A post hoc analysis (see Figure 4.1 below) using a Dunn's procedure with Bonferroni correction for multiple comparisons revealed a statistically significant difference in 1 of the comparisons of categories of age groups.

Finding: Based on the results age plays a role on how the respondents experience Communication Satisfaction. The alternative hypothesis is accepted that stated that the distribution of Communication Satisfaction is not the same across categories of age groups. According to Giles, Hajek, Stoitsova and Choi (2010: 133), age stereotypes influence communication satisfaction.

4.5.10 Hypothesis H9: Affective Commitment means score for Age groups

H_{0_9} : All age groups have an equal Affective Commitment mean score on average.

A Kruskal-

Wallis Test revealed there is not statistically significant difference in equal Affective Commitment level of respondents across three different age level groups $X^2(2, n=55)=1889, p=.389$.

Finding: Based on the results age does not play a role of how the respondents Perceived Affective Commitment. The null hypothesis is accepted.

4.5.11 Hypothesis H10: Continuance Commitment mean score for Age groups

$H_{0_{10}}$: All age groups have an equal Continuance Commitment mean score on average.

A non-parametric test the Kruskal-Wallis H-

Test, as an alternative for ANOVA, was conducted to explore the impact of categories of age groups upon *Continuance Commitment*. Respondents were regrouped into three categories of age groups according to their age as follows (Group 1; 18-24 years old, $n=11$), (Group 2; 24-34 years old, $n=26$), (Group 3; 35-44 years old, $n=18$).

A Kruskal-

Wallis Test revealed there is statistically significant difference in *Continuance Commitment* level of participants across three different categories of age groups $X^2(2, N=55)=125.48, p=.002$. A total of 2 of the possible 3 comparisons of categories of age groups differs significantly. A post hoc analysis (see Figure 4.7 below) using a Dunn's procedure with Bonferroni correction for multiple comparisons reveal a statistically significant difference in 2 of the comparisons of categories of age groups.

Finding: Based on the results age plays a role of how the respondents experience Continuance Commitment. The alternative hypothesis is accepted.

4.5.12 Hypothesis H11: Normative Commitment mean score for Age groups

$H_{0_{11}}$: All age groups have an equal Normative Commitment mean score on average.

AKruskal-

Wallis Test revealed there is no statistically significant difference in equal Normative Commitment levels of respondents across three different age level groups $X^2(2, n=55) = 18.89, p = .389$.

Finding: Based on the results age does not play a role of how the respondents Perceived Normative Commitment. The null hypothesis is accepted. Ajayi (2017:29) is of the opinion that age group of employees are critical to the commitment of employees to an organisation, however, in this case, age does not play a role of how respondents perceive normative commitment.

4.6 CHAPTER SUMMARY

This chapter presented the results of the qualitative and quantitative data collected. Qualitative data was collected by interviewing 12 senior pastors and higher. Quantitative data was collected through questionnaires. Eighty employees were given the questionnaire 55 were usable, making the response rate to be 68%.

Descriptive statistics of biographical and demographic data were presented. This was followed by a presentation on qualitative results using thematic analysis. Then followed the presentation on quantitative results, which were presented through the frequency distribution for the commitment questionnaire, descriptive statistics of the commitment questionnaire, factor analysis commitment questionnaire, reliability analysis of the extracted factors, normality test conducted, and results of research hypothesis tested.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter discussed the findings, results and discussion of the collected data. Results of the qualitative and quantitative data were represented. In this chapter, the final conclusions and recommendations will be presented. First the research objectives of the study will be discussed, this will be followed by the research questions. Then the findings of the research will be presented, this will entail findings of the literature review and findings of the primary research. After this, recommendations, research study constraints and suggestions for future research will be outlined.

5.2 RESEARCH OBJECTIVES OF THE STUDY

The following research objectives were defined for this study:

Research objective 1: To explore the role of communication in enhancing organisational commitment in religious institutions.

Research objective 2: To determine the communication channels supervisors use to communicate with employees in religious institutions.

Research objective 3: To determine the relationship between communication strategies and organisational commitment in religious institutions.

5.3 RESEARCH QUESTIONS OF THE STUDY

The following research questions were defined for this study:

Research question 1: How does communication in religious institutions influence organisational commitment?

Research question 2: What communication channels do supervisors use to communicate with employees that stimulate organisational commitment?

Research question 3: How do communication strategies play a role in influencing organisational commitment?

5.4 FINDINGS OF THE RESEARCH

The findings of the literature review will be presented, followed by the primary findings of the study.

5.4.1 Findings of the literature review

According to Wolowska (2014:129), organisational commitment describes the relationship between employees and the organisation. There is a linkage between an individual employee and the organisation, and that is organisational commitment. If employees are able to align their goals and values with those of the organisation, then they are said to be committed, if not, then they lack commitment. Hence, organisational commitment is described as “affiliation of employees to the organisation and involvement in it”. Since its introduction in the 1960’s, organisational commitment has passed through different phases (Iqbal, Kiyani, Qureshi, Abbas & Ambreen 2012:623). It was first introduced by Becker in 1960 with his Side-bet theory. In 1970, Porter came up with an affective dependence theory, which was followed by Allen and Meyer’s multidimensional model in 1984 and 1990 (Iqbal et al 2012:623).

Advantages that are brought about by organisational commitment include among other employee loyalty, job performance, work motivation, participation leadership and low turnover intentions. Once employees become committed to the organisation, they become loyal to it, because they are loyal, they aim to please and perform well. This good performance happens because employees are motivated through participating in organisational decisions, and because they are motivated, they will not have any desire to leave the organisation, thus there will be low turnover intentions.

To measure or study organisational commitment, Allen and Meyer developed the three-component model (Allen & Meyer 1990:1), this model of organisational commitment has become the presiding model for study of workplace commitment (Jaros, 2007:7). This model suggests that employees experience organisational commitment as three simultaneous mindsets which include affective, normative and continuance organisational commitment. The model measures Effective Commitment (AC), Continuance Commitment (CC) and Normative

Commitment(NC). This model was used by the researcher in the questionnaire to measure organisational commitment in the Cenacle of Salvation church.

The researcher of this study aimed to explore how communication is an influencing factor to organisational commitment. Communication is the essence of every organisation, it is through it that both management and employees can effectively communicate and thereby reach organisational goals (Mamuli, Mutsotso & Namasaka 2013:257). Communication is regarded as a very important part of everyday interaction in any organisation. All relevant stakeholders of any organisation, being managers, employees or customers become “directly or indirectly involved in workplace communication” (Arins, 2013:9). This shows that communication is relatively a very important aspect of any organisation.

Effective communication happens when a message is transmitted and received in a constructive atmosphere without any hindrance (Kelvin-Iloafu 2016:95). According to Shonubi and Akintaro (2016:1904), the most successful businesses are those who have mastered the art of communication, in the business world, absolutely nothing can be achieved without effectively communicating with all stakeholders. This means, for employees to achieve targets and even surpass them, they should be wisely managed by their supervisors, communication between these groups of people must be effective enough to produce fruitful results. To achieve this, there must be a channel in which communication will be transmitted. Communication channels are mediums through which a message is sent and received, therefore, communication channels are very important links to communication (Mamuli et al., 2013:260), they include “all the means for the creation and transmission of a message” (Sasina, Balashov, Rubtcova & Satinsky 2017:253). When there is proper communication between individuals in the organisation, then communication will be satisfactory.

Communications satisfaction is “the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with” (Hopper 2009:13; Hua & Omar 2016:108; Engin & Akgoz 2013:110; Varona 2002:4; Alsayed, Motaghi & Osman 2012:2). When an individual in any organisation is personally satisfied with the overall communication in the organisation, that constitutes communications satisfaction. To add to that, communications satisfaction also means individuals in an organisation are satisfied with the various means

of communication in the organisation (Ramirez 2012:13; Mustamile et al 2014:77). This means the multiple forms of communication used in the organisation are considered as each employee holds a different level of satisfaction. It is these multiple forms that gave rise to Downs and Hazen (1997) measuring tool. This measuring tool was incorporated in the questionnaire to measure communications satisfaction in the Cenacle of Salvation church.

Communications satisfaction is achieved when employees are satisfied with the overall communication in the organisation. This means from the communication climate that exists in the organisation, to how information is passed to employees and how well they receive that information. A healthy communication relationship between employees and supervisors and the irco-

workers must exist in the organisation for employees to be satisfied. Moreover, the communication mediums used to transmit information must be clear so that information is well received, that way, employees will be satisfied with the communication in the organisation. When there is communications satisfaction, then employees will be better committed to the organisation. Communications satisfaction is significant to organisational commitment in that it helps make employees feel they are part of the organisation, and therefore become committed to it (Amari, Kurdi, Alshurideh, Obeidat, Hussien & Alrowwad 2017:126).

5.4.2 Findings of the primary research

The following discussion will be on the findings of the primary research by firstly presenting the biographical and demographical of qualitative and quantitative respondents followed by the findings by research objective.

5.4.2.1 Qualitative participant's biographical and demographical data

The twelve qualitative participants are between 46 and 52 years of age and the position they hold are 50% split between held Senior Pastor Positions and the elder participants Regional Pastor Positions.

The tenure of the participants is between 7 and 10 years with the Regional Pastor having the longest tenure. There is however one Regional Pastor with only 7 years tenure.

5.4.2.2 Quantitative respondents biographical and demographical data

All church employees are black and 78% are male. Majority of employees are between the ages of 24 and 44 of age (80%), this means the employees are still in their prime ages. Majority of employees (52.7%) hold the position of a pastor. A total of 67% have more than 4 years of service with 9 years as maximum years of service. Of the employees 56.4% have some advanced education.

5.4.2.3 Research objective 1

To explore the role of communication in enhancing organisational commitment in religious institutions

Qualitative findings

Communication in the Cenacle of Salvation church influences organisational commitment. Its conducts make employees feel valued. They not only feel valued but also feel that they belong in the church because supervisors always make time to talk to them. Apart from that, communication in the church is so effective that employees never feel lost, they are always updated about the latest news in the church, and therefore know exactly when and how to act. Moreover, employees in the church are satisfied with the communication medium used.

These mediums are so effective that messages are never lost or distorted, that way, there is proper flow of information in the church which contributes to the employees' dedication and commitment.

Quantitative findings

As reflected in Table 4.1 the respondents feel that they belong in the church and do feel emotionally attached to the church. In general, the respondents are not happy with their salaries but this is a general trend as all employees feel that they are under remunerated. The employees are highly motivated and the culture within the church enhances job performance.

A negative statistically significant relationship was found between Affective commitment (emotional attachment), Normative Commitment (sense of debt) and Continuance commitment

nt(turnovercosts)ThismeansAffectiveandNormativecommitmentoftheemployeeestowardsthechurchwillgodowniftheyperceivedtherearebetteropportunitieselsewhere.

5.4.2.4 Researchobjective2

Todeterminethecommunicationchannelssupervisors,usetocommunicatewithemployeesinreligiousinstitutions.

Qualitativefindings

Supervisorsusedifferentcommunicationchannelstocommunicatewithemployeeswithint hechurch.Theprimarycommunicationchannelsusedaresocialmediarelatedwhichare:WhatsApp,Telegram,Wechat,Voxer,emailsandmessenger.Theprimaryreasonisthattheyaremoreconvenientandcheapertousehatthetraditionaloneslikephonecalls.Theyareveryeffective.Sometimesemployeesdoranoutofdataandthenarenotabletoreceivemessages,butaboveall,theoverallfeelingisthatthesechannelsaresoeffectivethattheystimulateemployeecommitmentasemployeesarealwaysupdatedaboutimportantorganisationalmessages.

Quantitativefindings

AsreflectedinTable4.1therespondents reportedthatoneononemeetingmadethemfeelvaluedasanemployeeofthechurch.AnegativestatisticallysignificantrelationshipbetweenCommunicationSatisfactionandContinuanceCommitment(turnovercosts)wasfound.ThismeanstheemployeesCommunicationSatisfactionwillgodownperceivedtherearebetteropportunitieselsewhere.

5.4.2.5 Researchobjective3

Todeterminetherelationshipbetweencommunicationstrategiesandorganisationalcommitmentinreligiousinstitutions.

Qualitative findings

Communication strategies, such as feedback, play a major role in influencing organisational commitment. The Cenacle of Salvation Church's supervisors prioritise feedback to employees. Every week, the church holds a meeting with all employees where their work is discussed. Supervisors say they give constructive feedback to subordinates so that they know where to improve. Apart from that, there are communication interventions such as one-on-one sessions where supervisors also give constructive feedback to subordinates about their work. The church also holds workshops for its employees to keep them abreast about everything that happens in the church. There are also team building sessions which are great for team spirit. All of these play a major role in influencing organisational commitment.

Quantitative findings

In this study it was found that the employee gender, tenure does not influence in how employees perceived Communication Satisfaction and that employee gender, age and tenure does not influence in how employees perceived Affective Commitment and that gender does not influence in how employees perceived Continuance Commitment.

AKruskal-

Wallis Test revealed there is statistically significant difference in *Communication Satisfaction* level of respondents

across three different categories of age groups. According to Giles et al. (2010:133), age stereotypes influence communications satisfaction. AKruskal-

Wallis Test revealed there is statistically significant difference in *Continuance Commitment* level of respondents across three different categories of age groups as well as across four different categories of tenure groups. Based on the results tenure plays a role of how the respondent experiences Continuance Commitment.

5.4.2.6 Primary Research conclusion

In this section the research conclusions will be given by research question.

5.4.3 Researchquestion1

Howdoescommunicationinreligiousinstitutionsinfluenceorganisationalcommitment?

Basedontheinformationcollectedfromtheparticipantsitseemsthecommunicationwithint hechurchisveryeffective.Managementexploredifferentcommunicationmethods,whichi ncludethenewesttechnologies,tosetcommunicationtoitsemployeesonalllevels.Employ ees feelinformedandthatenhancesorganisationalcommitment.

5.4.4 Researchquestion2

Whatcommunicationchannelsdosupervisorsusetocommunicatewithemployeesthatsti mulateorganisationalcommitment?

Thischurchisveryeffectivewhenitcomestoidentifiedandusedcommunicationmethodsto keepincontactwithitsemployees.Theprimarycommunicationchannelsusedbythechurch aresocialmediarelatedwhichare;WhatsApp,Telegram,Wechat,Voxer,emailsandmesse ngermethod.Themethodsareverycheapandincludeafreecommunicationoption.

Thisisveryimportantasthechurcheffortsarefocusonmanypoorcommunities.Regularcom municationkepttheemployeesveryclosetothechurchanditsactivities.

5.4.5 Researchquestion3

Howdocommunicationstrategiesplayaroleininfluencingorganisationalcommitment?

Strategies of communication differ as per the designated group.Forexample,thesamecommunicationmessagewilldifferforpastorsandordinarym embers.Thefindingsoftheseresearchobjectiveswillbeincludedintherecommendationsfo rthisstudyinthenextsection.

5.5 RECOMMENDATIONS

Basedonthe findings in this study, the following recommendations are made:

Communication strategy: Based on the data it was found that the biographical and demograp hical characteristics of employees play a role in how they experience communications satisf

ction. The communication strategy should acknowledge these differences to ensure that each sub-group gets the message in a format that they would understand better.

Communication

Allowances: Subordinates are also satisfied with the channels used to communicate in the church, nonetheless, few subordinates have said they prefer calls and SMS's because they don't cost them when they receive messages. In exceptional cases there should be some money available, for example in the form of a voucher to assist those in need. This can be abused very easily, and proper control measures should be put in place.

Allen and Meyer's model that tested

organisational commitment and Downs and Hazel's model that measured communication satisfaction expanded and contributed to the field of communication and organisational commitment in an imperative and relevant way. These contributions are now seen as more than conceptual notions but as material contributions to the field of communication and organisational commitment. However, these contributions are still not without limitations, there is still so much to be explored. The researcher of this study recommends that these models are not only included in the conceptualisation stage but also employed through the validation stage.

Communication in the church is very efficient and keeps employees updated with the latest information about

the church. This has been caused by among other things the mediums and communication channels used in the church, the study therefore recommends that the church keeps up with the latest technological media and communication channels in order to keep with changing times, this will ensure that employees are always satisfied with the communication in the church, which will lead to organisational commitment.

Communication strategies such as feedback play a major role in influencing organisational commitment. The Cenacle of Salvation Church's supervisors prioritise feedback to employees. Every week, the church holds a meeting with all employees where their work is discussed. Supervisors say they give constructive feedback to subordinates so that they know where to improve. It is recommended that supervisors find new means of giving feedback to keep the feedback in the church more effective.

Apart from that, there are communication interventions such as one-on-one sessions where supervisors also give constructive feedback to subordinates about their work. The church also holds workshops for its employees to keep them abreast about everything that happens in the church.

There are also team building sessions which are great for team spirit. All of these play a major role in influencing organisational commitment. It is recommended that the church organises international travel to other churches to learn how others keep employees motivated so that the church is not stagnant but keeps up with changing times, that way, employees will always be committed to the church.

5.6 RESEARCH STUDY CONSTRAINTS

This study focused only on employee organisational commitment in religious institutions. It did not look at other stakeholders of the church who include among others the congregation, and whether they also contribute to employee's organisational commitment. Apart from that, the study is cross-sectional, there will not be a time when the research goes back to the church to make follow-up regarding this issue. Moreover, the study only focused on the employees of the Cenacle of Salvation church and no other religious institutions, so to summarise and say results of this study apply to all religious institutions would be biased. Apart from that, the study used a small sample size for qualitative research which also leads to biasness.

5.7 SUGGESTIONS FOR FURTHER RESEARCH

The researchers suggest that in the future, the study is made between two institutions or three religious institutions and their findings compared to find out if same or similar results would be found. Other than that, the study in the future should be longitudinal and cross-sectional, observations should be repeated over time so that when conclusions are reached, it is not because they were influenced by time-

frame but because that is how they are. Moreover, the study should not be based only on internal stakeholders but on external stakeholders too.

5.8 GENERAL CONCLUSION

At the onset of this dissertation, the importance of employee organisational commitment in religious institutions was underlined. Apart from that, the importance of communication being a contributing factor to organisational commitment was equally discussed. It was seen that a pertinent void existed in theories concerning organisational commitment and communication. Very little research could be found on employee organisational commitment being influenced by communication in local religious institutions.

This study positioned itself within this vacuity in communication research by theoretically proposing approaches to organisational commitment influenced by communication and empirically exploring the context and situating the research findings therein. In this way, this study made use of mixed method research by employing both qualitative and quantitative methods which allowed the findings to be contentedly aligned to practice. The results of these methods, as well as an extensive literature review, resulted in Allen and Meyer's model that tested organisational commitment and Downs and Hazel's model that measured communication satisfaction which was expanded and contributed to the field of communication and organisational commitment in an imperative and relevant way. The study consisted of interviews and questionnaires which were tested cross-sectionally in the church.

The study found that indeed communication is a contributing factor to employees' organisational commitment.

Through communication, employees can do their jobs properly in that they are informed on how and when to act, this then leads to employees being satisfied with their work and thus being committed. Moreover, communication makes employees feel valued and wanted in the church. The one-on-ones sessions held for employees to find out how they are coping with their work make them feel an important part of the church, it makes them feel cared for and that way, they also feel they have to be committed to the

echurch. Apart from that, the feedback employees receive from their supervisors makes them to be aware of where to improve in their work and where to keep up their good work, that way, employees are never lost on where they stand regarding their work, this too adds to their commitment. In addition, the study found out that communication plays a key role in achieving the goals of the church. This is because it ensures that the pastors can align themselves with the goals of the church because they are well informed about the church and its goals. Therefore, this enhances their commitment to the church.

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ADDENDUM A: DECLARATION

STATEMENT AGREEING TO COMPLY WITH ETHICAL PRINCIPLES SET OUT IN UNISA POLICY ON RESEARCH ETHICS

I, **Marie Mary Ntsonyane**, declare that I have read the UNISA Policy on Research Ethics and the content of this document are true and accurate reflection of the methodological and ethical implications of the proposed study.

I further undertake to inform the relevant Research Ethics Review Committee of the Department of Communication Science in writing of any adverse events that occur arising from the injury or harm experienced by the participants in the study.

I shall also notify the relevant research ethics committee if any changes to the study are proposed. I shall maintain the confidentiality of all data collected from or about the research participants, and impose strict controls in the maintenance of privacy. I shall record all data captured during interviews in accordance with ethical guidelines outlined in the summarised proposal (section 3). Paragraph 5 of the Policy on Research Ethics places huge emphasis on the integrity of the research. No data that were gathered retrospectively will be used.

Signature: *M. M. Ntsonyane*

Date: 29/11/2019

ADDENDUMB: INFORMED CONSENT FORMS

INFORMED CONSENT For Interview participants

Dear Participant,

You are invited to participate in an interview conducted by Marie Mary Ntsonyane under the supervision of Ms Queen Mabusela -

Munyai, a senior lecturer in the Department of Communication Science towards a Masters degree at the University of South Africa.

The interview schedule you have received has been designed to study how communication is a contributing factor to organisational commitment. You were selected to participate in this survey because the study will be based on employees of the Cenacle of Salvation church, however, you will not be eligible to participate if you are under the age of 46. By participating in the interview, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings.

It is anticipated that the information we gain from this interview will help us to analyse how communication perspectives influence organisational commitment and what is it that encourages employees to commit to the organisation. Participation in this study is voluntary and there will be no penalty or loss of benefits for not participating. The interview is developed to be anonymous, meaning that we will have no way of connecting the information that you provide to you personally. If you choose to participate in this interview it will take up no more than 45 minutes of your time. You will not benefit from your participation as an individual, however, it is envisioned that the findings of this study when implemented, will assist employers to put in the organisation communication strategies that will motivate employee commitment. We do not foresee that you will experience any negative consequences by completing the interview except the inconvenience of having to separate your time to answer questions. Should any harm not foreseen by the researcher happen to you, the researcher will immediately notify her supervisor who will guide on how to act. The researcher(s) undertake to keep any information provided herein confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

Therecordswillbekeptforfiveyearsforauditpurposeswhereafteritwillbepermanentlydestr
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TheresearchwasreviewedandapprovedbytheUNISAResearchEthicsReviewCommitte
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668211340.Thestudyleader,MsQueenMabusela-

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Participant'snameandsurnameSignatureDate

Witness'snameandsurnameSignatureDate

INFORMED CONSENT For Survey participants

Dear Participant,

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Munyai, a senior lecturer in the Department of Communication Science towards a Masters degree at the University of South Africa.

The survey you have received has been designed to study how communication is a contributing factor to organisational commitment. You were selected to participate in this survey because the study will be based on employees of the Cenacle of Salvation church, however, you will not be eligible to participate if you are under the age of 18 and above the age of 45. By completing this survey, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings.

It is anticipated that the information we gain from this survey will help us to analyse how communication perspectives influence organisational commitment and what is it that encourages employees to commit to the organisation. Participation in this study is voluntary and there will be no penalty or loss of benefits for not participating. The survey is developed to be anonymous, meaning that we will have no way of connecting the information that you provide to you personally. If you choose to participate in this survey it will take up no more than 20 minutes of your time. You will not benefit from your participation as an individual, however, it is envisioned that the findings of this study when implemented, will assist employers to put in the organisation communication strategies that will motivate employee commitment. We do not foresee that you will experience any negative consequences by completing the survey except in convenience of having to separate your time to answer questions. Should any harm not foreseen by the researcher happen to you, the researcher will immediately notify her supervisor who will guide on how to act. The researcher(s) undertake to keep any information provided herein confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

Therecordswillbekeptforfiveyearsforauditpurposeswhereafteritwillbepermanentlydestr
oyed.Youwillnotbereimbursedorreceiveanyincentivesforyourparticipationinthesurvey.

TheresearchwasreviewedandapprovedbytheUNISAResearchEthicsReviewCommitte
eTheprimaryresearcher,MarieMaryNtsonyanecanbecontactedduringofficehoursat+26
668211340.Thestudyleader,MsQueenMabusela-

Munyaicanbecontactedduringofficehoursat+270124298895.Shouldyouhaveanyquesti
onsregardingtheethicalaspectsofthestudy,youcancontactthechairpersonoftheUNISAR
esearchEthicsReviewCommitteeat+270114712862.Alternatively,youcanreportanyseri
ousunethicalbehaviourattheUniversity'sTollFreeHotline+270800869693.

YouaremakingadecisionwhetherornottoparticipatebycontinuingtothenextpageHoweve
r,youarefreetowithdrawfromthestudyatanytimewithoutobligationtoexplain.

Participant'snameandsurnameSignatureDate

Witness'snameandsurnameSignatureDate

ADDENDUM C: INTERVIEW SCHEDULE

Dear Participant, you are invited to participate in an interview conducted by Marie Mary Ntsonyane under the supervision of Ms Queen Mabusela-Munyai, a senior lecturer in the Department of Communication Science towards a Masters degree at the University of South Africa.

The interview schedule has been designed to study how communication is a contributing factor to organisational commitment. You were selected to participate in this survey because the study will be based on employees of the Cenacle of Salvation church, however, you will not be eligible to participate if you are under the age of 46. By participating, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings.

It is anticipated that the information we gain from this interview will help us to analyse how communication perspectives influence organisational commitment and what is it that encourages employees to commit to the organisation. Participation in this study is voluntary and there will be no penalty or loss of benefits for not participating. The interview schedule is developed to be anonymous, meaning that we will have no way of connecting the information that you provide to you personally. If you choose to participate in this interview, it will take up no more than 45 minutes of your time. You will not benefit from your participation as an individual, however, it is envisioned that the findings of this study when implemented, will assist employers to adopt communication strategies that will motivate employee commitment in organisations. We do not foresee that you will experience any negative consequences by completing the survey except the inconvenience of having to separate your time to answer questions. Should any harm not foreseen by the researcher happen to you, the researcher will immediately notify her supervisor who will guide on how to act. The researcher(s) undertake to keep any information provided here confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

The records will be kept for five years for audit purposes whereafter it will be permanently destroyed. You will not be reimbursed or receive any incentives for your participation in the survey.

The research was reviewed and approved by the UNISAR Research Ethics Review Committee. The primary researcher, Marie Mary Ntsonyanecan be contacted during office hours at +266 821 1340. The study leader, Ms Queen Mabusela-Munya can be contacted during office hours at +270 124 298 895. Should you have any questions regarding the ethical aspects of the study, you can contact the chairperson of the UNISAR Research Ethics Review Committee at +270 114 712 862. Alternatively, you can report any serious unethical behaviour at the University's Toll Free Hotline +270 800 869 693.

You are making a decision whether or not to participate by continuing to the next page. However, you are free to withdraw from the study at any time without obligation to explain.

1. What stimulates your loyalty to the church?

Probes: Does this make you to be committed?

2. How does your commitment to the church influence your performance?

3. What motivates you to be committed to the church?

4. Does the church practice participative leadership?

Probes: Has any of your decision ever been implemented?

5. What communication channels do supervisors use to convey important organisational messages to employees?

Probes: Are these channels clear?

6. What is subordinate level of satisfaction with the communication channels used to convey important organisational messages at the Cenacle of Salvation church?

Probes: Is communication between you and subordinate satisfactory?

7. Do you find the communication in the church to be effective?

Probes: Does this effective communication influence you to reach the church's goals?

?

8. How does communication in the church influence your commitment to the church?
9. Are there any communication interventions put in place to motivate employee commitment?

Probes: Do they make you feel valued?

10. Which position do you hold in the church
11. How long have you been working in the church?

Are there any questions you would like to ask me regarding the interview? Do you want to elaborate on any answer or question? Thank you very much for participating in this study and for your time, your answers are highly valued.

ADDENDUM D: QUESTIONNAIRE

Dear Participant, you are invited to participate in a survey conducted by Marie Mary Ntsonyan under the supervision of Ms Queen Mabusela-Munyai, a senior lecturer in the Department of Communication Science towards a Masters degree at the University of South Africa.

The survey you have received has been designed to study how communication is a contributing factor to organisational commitment. You were selected to participate in this survey because the study will be based on employees of the Cenacle of Salvation church, however, you will not be eligible to participate if you are under the age of 18 and above 45 years of age. By completing this survey, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings.

It is anticipated that the information we gain from this survey will help us to analyse how communication perspectives influence organisational commitment and what is it that encourages employees to commit to the organisation. Participation in this study is voluntary and there will be no penalty or loss of benefits for not participating. The survey is developed to be anonymous, meaning that we will have no way of connecting the information that you provide to you personally. If you choose to participate in this survey it will take up no more than 20 minutes of your time. You will not benefit from your participation as an individual, however, it is envisioned that the findings of this study when implemented, will assist employers to adopt communication strategies that will motivate employee commitment in organisations. We do not foresee that you will experience any negative consequences by completing the survey, except in the inconvenience of having to separate your time to answer questions. Should any harm not foreseen by the researcher happen to you, the researcher will immediately notify her supervisor who will guide on how to act. The researcher(s) undertake to keep any information provided herein confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

The records will be kept for five years for audit purposes whereafter it will be permanently destroyed. You will not be reimbursed or receive any incentives for your participation in the survey.

The research was reviewed and approved by the UNISAR Research Ethics Review Committee. The primary researcher, Marie Mary Ntsonyanecan be contacted during office hours at +26668211340. The study leader, Ms Queen Mabusela-Munyaican be contacted during office hours at +270124298895. Should you have any questions regarding the ethical aspects of the study, you can contact the chairperson of the UNISAR Research Ethics Review Committee at +270114712862. Alternatively, you can report any serious unethical behaviour at the University's Toll Free Hotline +270800869693.

You are making a decision whether or not to participate by continuing to the next page. However, you are free to withdraw from the study at any time without obligation to explain.

Satisfaction Questionnaire (CSQ)

SECTION 1: Measurement of demographic information. Make a cross in a ranking below						
1.1 Gender	Male	Female				
1.2 Race or ethnicity	White	Black	Coloured	Indian		
1.3 Age group	18-24	25-34	35-44	45-54	55+	
1.4 Position held	Bishop	Senior Pastor	Regional Pastor	Pastor	Pastor's wife	Auxiliary Pastor
1.5 Period working in the church	Less than a year	One to three years	Three to six years	Six to nine years	More than ten years	
1.6 Educational background	Primary education	Secondary education	High school education	Some college education	Tertiary education	

SECTION 2: Affective Commitment Scale (ACS)-

to assess commitment based on positive emotions associated with the organisation. Make a cross in a ranking below

	Strongly agree (5)	Agree (4)	Neither agree nor disagree	Disagree (2)	Strongly disagree (1)
2.1 I do not mind working here for the rest of my career					
2.2 This institution means a lot to me					
2.3 I always feel I am a part of this church					
2.4 I do not feel I belong in this church®					
2.5 I do not feel emotionally attached to this church®					

SECTION 3: Continuance Commitment Scale (CCS)-

to examine the degree to which an employee wishes to stay in the organisation due to the awareness of the cost of leaving it. Make a cross-in ranking below

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3.1. Leaving this job would cost me					
3.2. I remain in this job because of limited options to go elsewhere					
3.3. Given better opportunities, I can abandon this job immediately					
3.4. Staying in this job is a matter of a need not want					
3.5. I stay because of the economic benefits					

SECTION 4: Normative Commitment Scale (NCS)–

to assess the desire to stay in the organisation based on employees' feelings of obligation. Make a cross in a ranking below

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
4.1. I stay in this job because it is morally right to do so					
4.2. Leaving this job would make me feel guilty					
4.3. This church deserves my loyalty					
4.4. I have a strong sense of obligation to this institution					
4.5. I feel I need to repay this church through my loyalty to it					

SECTION 5: Measurement of organisational commitment: to assess factors that stimulate commitment in the organisation. Make a cross in a ranking below

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5.1. I am loyal to the church					
5.2. The atmosphere in the church increases my job performance					
5.3. I am highly motivated					
5.4. I am satisfied with the participative leadership practice in the church					
5.5. The work environment in the church increases my commitment					
5.6. Job security in the church increases my commitment					
5.7. I am satisfied with the salary I receive					
5.8. I am satisfied with the contribution I make towards decisions made in the church					

SECTION 6: Measurement of organisational commitment: to assess communication strategies that motivate employee commitment. Make a cross-in ranking below

	Strongly agree	Agree	Neither agree	Disagree	Strongly disagree
6.1 The communication climate in the church makes me to freely express my views					
6.2 Communication about the entire organisational integration, that is personal and cross-functional integration contributes to my commitment					
6.3 Communication media in the church add to my commitment					
6.4 The informal horizontal communication in the church enhances my commitment					
6.5 Information shared about the entire organisation makes me to be committed					
6.6 Communication channels between me and my supervisor motivates me to be committed					
6.7 Communication between my colleagues and I encourages me to be committed to the church.					
6.8 The personal feedback I get from my supervisors contributes to my commitment in the church.					
6.9 Newsletters used to keep us abreast encourage my loyalty to					

he church					
6.10 One on one meetings help make me feel valued in the church					
6.11 Communication workshop held for employees on how to deal with employee burnout makes me feel an important part of the church					

ADDENDUME:FREQUENCYDISTRIBUTIONOF COMMITMENTS SCALE

Table F.1: Frequency distribution of scores for the Commitment Scale (n=55)

Questions	1	2	3	4	5
2.1 I do not mind working here for the rest of my career	16	8	2	19	10
	29,1 %	14,5 %	3,6 %	34,5 %	18,2 %
2.2 This institution means a lot to me	4	2	1	35	13
	7,3 %	3,6 %	1,8 %	63,6 %	23,6 %
2.3 I always feel I am a part of this church	5	2	4	30	14
	9,1 %	3,6 %	7,3 %	54,5 %	25,5 %
2.4 I do not feel like I belong in this church	2	4	5	22	22
	3,6 %	7,3 %	9,1 %	40,0 %	40,0 %
2.5 I do not feel emotionally attached to this church	2	6	3	22	22
	3,6 %	10,9 %	5,5 %	40,0 %	40,0 %
3.1 Leaving this job would cost me	3	13	4	16	19
	5,5 %	23,6 %	7,3 %	29,1 %	34,5 %
3.2 I remain in this job because of limited options to go elsewhere	5	14	4	15	17
	9,1 %	25,5 %	7,3 %	27,3 %	30,9 %
3.3 Given better opportunities, I can abandon this job immediately	7	8	6	8	26
	12,7 %	14,5 %	10,9 %	14,5 %	47,3 %
3.4 Staying in this job is a matter of a need not want	6	12	4	16	17
	10,9 %	21,8 %	7,3 %	29,1 %	30,9 %
3.5 I stay because of the economic benefits	5	12	6	14	18
	9,1 %	21,8 %	10,9 %	25,5 %	32,7 %
4.1 I stay in this job because it is morally right to do so	12	14	3	16	10
	21,8 %	25,5 %	5,5 %	29,1 %	18,2 %
4.2 Leaving this job would make me feel guilty	12	14	4	15	10
	21,8 %	25,5 %	7,3 %	27,3 %	18,2 %
4.3 This church deserves my loyalty	11	14	3	16	11
	20,0 %	25,5 %	5,5 %	29,1 %	20,0 %
4.4 I have a strong sense of obligation to this institution	12	13	4	15	11
	21,8 %	23,6 %	7,3 %	27,3 %	20,0 %

4.5.If I feel I need to repay this church through my loyalty to it	13	10	6	17	9
	23,6 %	18,2 %	10,9 %	30,9 %	16,4 %
5.1.I am loyal to the church	2	5	8	22	18
	3,6 %	9,1 %	14,5 %	40,0 %	32,7 %
5.2.The atmosphere in the church increases my job performance	1	6	4	27	17
	1,8 %	10,9 %	7,3 %	49,1 %	30,9 %
5.3.I am highly motivated	1	4	1	20	29
	1,8 %	7,3 %	1,8 %	36,4 %	52,7 %
5.4.I am satisfied with the participative leadership practice in the church	1	8	5	25	16
	1,8 %	14,5 %	9,1 %	45,5 %	29,1 %
5.5.The work environment in the church increases my commitment	1	7	3	28	16
	1,8 %	12,7 %	5,5 %	50,9 %	29,1 %
5.6.Job security in the church increases my commitment	8	10	5	17	15
	14,5 %	18,2 %	9,1 %	30,9 %	27,3 %
5.7.I am satisfied with the salary I receive	18	6	7	13	11
	32,7 %	10,9 %	12,7 %	23,6 %	20,0 %
5.8.I am satisfied with the contribution I make towards decisions made in the church	3	6	5	25	16
	5,5 %	10,9 %	9,1 %	45,5 %	29,1 %
6.1.The communication climate in the church makes me to freely express my views	2	9	2	28	14
	3,6 %	16,4 %	3,6 %	50,9 %	25,5 %
6.2.Communication about the entire organisational integration, that is personal and cross-functional integration contributes to my commitment	2	7	4	27	15
	3,6 %	12,7 %	7,3 %	49,1 %	27,3 %
6.3.Communication media in the church add to my commitment	2	8	3	26	16
	3,6 %	14,5 %	5,5 %	47,3 %	29,1 %
6.4.The informal horizontal communication in the church enhances my commitment	2	10	1	24	18
	3,6 %	18,2 %	1,8 %	43,6 %	32,7 %
6.5.Information shared about the entire organisation makes me to be committed	2	7	4	23	19
	3,6 %	12,7 %	7,3 %	41,8 %	34,5 %
6.6.Communication channels between me and my supervisor motivate me to be committed	2	7	4	25	17
	3,6 %	12,7 %	7,3 %	45,5 %	30,9 %
6.7.Communication between my colleagues and encourages me to be committed to the church.	2	6	4	24	19
	3,6 %	10,9 %	7,3 %	43,6 %	34,5 %

	%	%	%	%	%
6.8 The personal feedback I get from my supervisors contributes to my commitment in the church.	2	7	2	28	16
	3,6 %	12,7 %	3,6 %	50,9 %	29,1 %
6.9 Newsletters used to keep us abreast encourage my loyalty to the church	2	6	3	27	17
	3,6 %	10,9 %	5,5 %	49,1 %	30,9 %
6.10 One on one meetings help make me feel valued in the church	2	6	2	26	19
	3,6 %	10,9 %	3,6 %	47,3 %	34,5 %
6.11 Communication workshops held for employees on how to deal with employee burnout makes me feel an important part of the church	2	7	3	25	18
	3,6 %	12,7 %	5,5 %	45,5 %	32,7 %

ADDENDUM F: FACTOR ANALYSIS OF THE COMMITMENT QUESTIONNAIRE

Table F.1: Eigenvalues of the Unreduced Item Interrelation Matrix of the Commitment Questionnaire

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	22,125	65,073	65,073
2	3,069	9,027	74,100
3	2,487	7,314	81,414
4	1,619	4,763	86,177
5	,952	2,800	88,978
6	,727	2,138	91,116
7	,580	1,706	92,822
8	,419	1,232	94,054
9	,319	,938	94,992
10	,244	,717	95,709
11	,182	,534	96,243
12	,178	,524	96,767
13	,164	,482	97,249
14	,147	,432	97,682
15	,136	,399	98,080
16	,126	,370	98,450
17	,086	,253	98,703
18	,081	,239	98,942
19	,071	,208	99,150
20	,060	,176	99,326
21	,054	,160	99,486
22	,048	,141	99,627
23	,034	,099	99,726
24	,028	,082	99,808
25	,019	,055	99,863
26	,013	,038	99,901
27	,011	,031	99,932
28	,009	,026	99,958
29	,006	,018	99,976
30	,005	,014	99,990
31	,002	,007	99,997
32	,000	,001	99,999
33	,000	,001	100,000
34	,000	,000	100,000
Extraction Method: Principal Component Analysis.			
a. When components are correlated, sum of squared loadings cannot be added to obtain a total variance.			

Table F.2: Rotated and Sorted Factor Matrix and Communalities Extracted for the Commitment Questionnaire

	Factor				Extracted communalities
	1	2	3	4	
6.4 The informal horizontal communication in the church enhances my commitment	1,057				0,92
6.1 The communication climate in the church makes me to freely express my views	,973				0,92
6.7 Communication between my colleagues and encourages me to be committed to the church.	,961				0,92
6.6 Communication channels between me and my supervisor motivate me to be committed	,959				0,96
6.8 The personal feedback I get from my supervisors contributes to my commitment in the church.	,959				0,94
6.11 Communication workshop held for employees on how to deal with employee burnout makes me feel an important part of the church	,959				0,97
6.3 Communication media in the church add to my commitment	,951				0,96
6.5 Information shared about the entire organisation makes me to be committed	,919				0,90
6.9 Newsletters used to keep us abreast encourage my loyalty to the church	,915				0,93
6.2 Communication about the entire organisational integration, that is personal and cross-functional integration contributes to my commitment	,908				0,94
6.10 One on one meetings help make me feel valued in the church	,865				0,92
5.3. I am highly motivated	,716			,344	0,73
5.8 I am satisfied with the contribution I make towards decisions made in the church	,625			,319	0,86
5.2. The atmosphere in the church increases my job performance	,571				0,83
5.5. The work environment in the church increases my commitment	,548			,342	0,88
5.4. I am satisfied with the participative leadership practice in the church	,522			,318	0,84
5.1. I am loyal to the church	,463		,332		0,82
3.2. I remain in this job because of limited options to go elsewhere		,960			0,92

3.5.Istaybecauseoftheeconomicbenefits		,8 7 4			0,91
3.1.Leavingthisjobwouldcostme		,8 4 1			0,71
3.4.Stayinginthisjobisamatterofaneednotwant		,7 9 2			0,86
4.3.Thischurchdeservesmyloyalty			,8 9 8		0,96
4.4.Ihaveastrongsenseofobligationtothisinstitution			,8 9 5		0,93
4.2.Leavingthisjobwouldmakemefeelguilty			,8 8 7		0,95
4.1.Istayinthisjobbecauseitismorallyrighttodoso			,8 8 5		0,86
4.5.Ifeellneedtorepaythischurchthroughmyloyaltytoit			,8 6 5		0,86
5.7IamsatisfiedwiththesalaryIreceive			,8 1 6		0,75
2.1Idonotmindworkingherefortherestofmycareer			,7 7 8		0,63
5.6Jobsecurityinthechurchincreasesmycommitment			,6 4 0		0,71
3.3.Givenbetteropportunities,Icanabandonthisjobimmediately		,4 4 9	- ,6 4 0		0,70
2.4Idonotfeellikelbelonginthischurch				,9 6 1	0,89
2.5Idonotfeelemotionallyattachedtothischurch				,9 3 6	0,87
2.3Ialwaysfeellamapartofthischurch				,6 8 7	0,83
2.2Thisinstitutionmeansalottome				,6 8 3	0,71
ExtractionMethod:PrincipalComponentAnalysis. RotationMethod:ObliminwithKaiserNormalization.					
a.Rotationconvergedin7iterations.					

ADDENDUMG:ITERATIVERELIABILITYANALYSIS

TableG.1:IterativeReliabilityAnalysisfortheUtrechtWorkEngagementScale

	ScaleMea nifItemDel eted	ScaleVari anceiflte mDeleted	Corrected Item- TotalCorr elation	Squared MultipleC orrelation	Cronbach' sAlphaiflt emDelete d
2.2Thisinstitutionmeansalottome	11,91	9,714	,780	,841	,936
2.3Ialwaysfeellamapartofthischurc h	12,00	8,667	,876	,877	,905
2.4Idonotfeellikelbelonginthischurc h	11,78	9,063	,879	,976	,905
2.5Idonotfeemotionallyattachedto thischurch	11,82	8,892	,854	,975	,912
Cronbach'sAlpha		Mean	Variance	Std.Devia tion	NofItems
,935		15,84	15,806	3,976	4

TableG.2:IterativeReliabilityAnalysisfortheUtrechtWorkEngagementScale

	ScaleMea nifItemDel eted	ScaleVari anceiflte mDeleted	Corrected Item- TotalCorr elation	Squared MultipleC orrelation	Cronbach' sAlphaiflt emDelete d
3.1.Leavingthisjobwouldcostme	14,13	26,595	,674	,668	,926
3.2.Iremaininthisjobbecauseoflimit edoptionstogoelsewhere	14,31	23,884	,857	,845	,891
3.3.Givenbetteropportunities,Icana bandonthisjobimmediately	14,07	25,587	,639	,642	,936
3.4.Stayinginthisjobisamatterofane ednotwant	14,29	23,247	,904	,881	,881
3.5.Istaybecauseoftheeconomicbe nefits	14,25	23,230	,928	,895	,876
Cronbach'sAlpha		Mean	Variance	Std.	NofItems
,921		17,76	37,554	6,128	5

TableG.3:IterativeReliabilityAnalysisfortheUtrechtWorkEngagementScale

	ScaleMea nifItemDel eted	ScaleVari anceiflte mDeleted	Corrected Item- TotalCorr	Squared MultipleC orrelation	Cronbach' sAlphaiflt emDelete
--	--------------------------------	------------------------------------	---------------------------------	------------------------------------	-------------------------------------

			elation		d
4.1.Istayinthisjobbecauseitismorallyrighttodoso	21,20	88,681	,912	,898	,961
4.2.Leavingthisjobwouldmakemefeelguilty	21,22	87,581	,963	,975	,958
4.3.Thischurchdeservesmyloyalty	21,13	87,409	,965	,963	,958
4.4.Ihaveastrongsenseofobligationtothisinstitution	21,16	87,436	,954	,971	,958
4.5.IfIfeelneedtorepaythischurchthroughmyloyaltytoit	21,18	88,966	,914	,913	,961
2.1.Idonotmindworkingherefortherestofmycareer	21,18	91,966	,732	,590	,971
5.6.Jobsecurityinthechurchincreasesmycommitment	20,78	93,655	,740	,704	,970
5.7.IamsatisfiedwiththesalaryIreceive	21,29	89,655	,808	,763	,967
Cronbach'sAlpha		Mean	Variance	Std.	NofItems
,967		24,16	116,251	10,782	8

TableG.4:IterativeReliabilityAnalysisfortheUtrechtWorkEngagementScale

	ScaleMean ifItemDeleted	ScaleVariance ifItemDeleted	Corrected Item- TotalCorrelation	Squared MultipleCorrelation	Cronbach'sAlpha ifItemDeleted
6.1Thecommunicationclimateinthechurchmakesmetofreelyexpressmyviews	62,71	259,099	,941		,989
6.2Communicationabouttheentireorganisation,thatispersonalandcross-functionalintegrationcontributes to my commitment	62,65	259,453	,960		,989
6.3Communicationmediasinthechurchadd to my commitment	62,65	258,304	,963		,989
6.4Theinformalhorizontalcommunicationinthechurchenhancesmy commitment	62,65	257,786	,922		,990
6.5Informationsharedabouttheentireorganisationmakesmetobecommitted	62,58	259,100	,932		,989
6.6Communicationchannelsbetweenmeandmysupervisormotivatesmetobecommitted	62,62	258,426	,971		,989

6.7 Communication between my colleagues and encourages me to become committed to the church.	62,55	259,771	,940		,989
6.8 The personal feedback I get from my supervisors contributes to my commitment in the church.	62,60	259,578	,958		,989
6.9 Newsletters used to keep us abreast encourage my loyalty to the church	62,56	260,288	,949		,989
6.10 One on one meetings help make me feel valued in the church	62,51	260,106	,945		,989
6.11 Communication workshop helps for employees on how to deal with the employee burnout makes me feel an important part of the church	62,58	258,174	,975		,989
5.3. I am highly motivated	62,18	268,040	,802		,991
5.8 I am satisfied with the contribution I make towards decisions made in the church	62,67	260,150	,890		,990
5.2. The atmosphere in the church increases my job performance	62,53	264,624	,878		,990
5.5. The work environment in the church increases my commitment	62,56	263,621	,895		,990
5.4. I am satisfied with the participative leadership practice in the church	62,64	263,051	,871		,990
5.1. I am loyal to the church	62,60	263,170	,849		,990
Cronbach's Alpha		Mean	Variance	Std.	No of Items
,990		66,49	294,180	17,152	17

ADDENDUMH:ETHICSCLEARANCECERTIFICATE



UNISA COMMUNICATION SCIENCE ETHICS REVIEW COMMITTEE

Date: 28 August 2019

Dear Ms Marie Mary Ntsonyane

Decision:

**Ethics Approval from 28 August
2019 to 31 August 2022**

NHREC Registration #: Rec-
240816-052
ERC Reference #: 2019-
COMMSCIENCE-CHS-46116443
Name: MM Ntsonyane
Student #: 46116443

Researcher(s): Ms MM Ntsonyane

Supervisor (s): Mrs QS Mabusela-Munyai

Department of Communication Science

University of South Africa

mabusqs@unisa.ac.za

012 429 8895/ 078 865 3360

Working title of research:

**AN ANALYSIS OF EMPLOYEE ORGANISATIONAL COMMITMENT IN RELIGIOUS
ORGANISATIONS: A COMMUNICATION PERSPECTIVE**

Qualification: Master's Degree in Communication

Thank you for the application for research ethics clearance by Department of Communication Science Ethics Review Committee for the above mentioned research. Ethics approval is granted for three years.

*The **low risk application** was **reviewed** by the Departmental Ethics Review Committee on **06 August 2019** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was tabled at the Committee meeting on **21 August 2019** for approval.*

The proposed research may now commence with the provisions that:



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PO Box 392 UNISA 0003 South Africa
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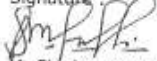
1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the **Communication Science Ethics Review Committee**.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No field work activities may continue after the expiry date (**31 August 2022**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number **2019-COMMSCIENCE-CHS-46116443** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Signature :



Mr Siyabonga M Mfuphi

Ethics Chair :

Communication Science Ethics Review Committee

E-mail: mfuphsm@unisa.ac.za

Tel: (012) 429-8264

Signature :



Dr Suryakanthie Chetty

Ethics Chair : CREC

E-mail : chetts@unisa.ac.za

Tel: 012 429 6267

URERC 25.04.17 - Decision template (V2) - Approve

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ADDENDUM I: LETTER REQUESTING PERMISSION TO STUDY



PERMISSION LETTER

Request for permission to conduct research at Cenacle of Salvation Church

Title: An analysis of employee organisational commitment in religious institutions: A Communication perspective

28th March 2019

Pr Francis Mhlooua
Seapoint
Administration
Tel: +266 68665171
Email: cenacleofsalvation@gmail.com

Dear Pastor Francis

I, Marie Mary Ntsonyane am doing research with Ms Queen Mabusela-Munyai a senior lecturer in the Department of Communication Science towards a Masters degree at the University of South Africa. We are inviting you to participate in a study entitled 'An analysis of employee organisational commitment in religious institutions: A Communication perspective'.

The aim of the study is to explore how communication contributes to employee organisational commitment. Your company has been selected because the study will be based on religious institutions, hence why your church was selected. The study will entail a survey and interview process. Some employees will be given a questionnaire to fill while others will be interviewed. The benefits of this study are that the findings of this study when implemented will assist employers to adopt communication strategies that will motivate employee commitment in organisations. Potential risks are inconvenience of having to separate your time to answer questions. Feedback procedure will entail that the researcher gives you a copy of her dissertation.

Yours sincerely

Marie Mary Ntsonyane
Masters Student at UNISA



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ADDENDUMJ:PERMISSIONLETTERFROMTHEORGANISATION

CHRIST IS THE LIVING CORNERSTONE OF GOD'S TEMPLE (I PETER 2:4)



10th April 2019

Dear Marie Mary Ntsonyane

As the Church of Christ Jesus our mission is to empower and assist the future generation in every way we can. It gives us great pleasure to see the youth, in this era that we live in, interested in the church and its day-to-day operations. It is for this reason that the church hereby grants you permission to conduct your academic research. Please feel free to approach any of our staff whenever you need assistance.

We take this opportunity to wish you all the best in your academic endeavours.

May the God of the Bible Bless You


Pr Francis Mohlouoa
Senior Pastor (Administration)
Tel: +26668665171/22336976
Email: cenacleofsalvation@gmail.com
Radio: KLE Community Radio

ADDENDUM K: TURNITIN

ORIGINALITY REPORT

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